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Connecticut INDUSTRY

MANUFACTURERS' ASSOCIATION OF CONNECTICUT, INC.

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L. M. BINGHAM, *Editor*

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Then, he knew. He didn't slip — but he could feel the effort needed to maintain balance on the smooth-worn 12-inch plank that was set into the concrete flooring. Though the company's operators might be accustomed to the unsure footing, he knew what it could mean to a man's coordination at the end of a hard day's work.

The company quickly followed his recommendation and coated the planks in front of their drop forges



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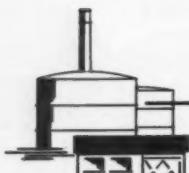


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The Pursuit of Security

By ROLAND M. BIXLER, President,
J-B-T Instruments, Inc., New Haven

SEVERAL months ago, in Western Germany, I visited the plant of a competitive manufacturer of electrical instruments. It was hard to realize that the modern offices and laboratories had arisen from the rubble where 200 of their employees were killed in an air raid one morning, and where 80% of the entire facilities had been wrecked during World War II. It took less imagination to sense the fear, the discouragement, and the insecurity which assailed managers and employees alike during, and long after, the rain of destruction.

Elsewhere in that city, as in so many others throughout Europe and Asia, victors and vanquished alike, 3 or 4 rooms in a basement—patched together with corrugated roofing and tar paper—remain the only livable places of what once was an entire block of good homes and apartments. Yes, not only the means of earning a living, but the very continuance of families, friends, and possessions has been a tremendous question for millions of fairly-secure persons in this 20th Century.

Here in America our fighting men and their families have made many personal sacrifices, while the costs of war for the rest of us have been in dollars, materials, moral problems, and awesome future obligations. We can be truly thankful at this Thanksgiving period, for the numberless spiritual and material blessings which provide many aspects of security for us. Whether we deserve to keep that security—whether we do keep it amidst the ferment of world problems and systems bent upon our destruction—will depend upon many factors for which we have direct and immediate personal responsibility.

If we define security as freedom from fear, from care, and from want, it is quickly evident that the one true basic security is a belief in God and our relationship to him. Everything else has some element of transience, some chance of wearing out, or becoming obsolete, or being confiscated, or being dissipated as by inflation. While we can leave to the theologians most of the whys and wherefores of the Power that is within us, we can appreciate that Man is made in the image of God and endowed with certain inalienable rights.

Starting with that premise, even though we recognize that all other security is relative and temporal to varying degrees, the objectives of freedom from fear, from care, and from want have much to be said for them. Simply because the prize is a piece of blue cloth or a shiny bit of metal does not mean that the race is a mistake. The important thing is the race itself. Similarly, the "pursuit of happiness," which is a right set forth in the Declaration of Independence,

recognizes that happiness is not a permanent state of being, but that in the seeking for it, we do things for others which result in happiness for ourselves. So too with security—it is a wonderful objective for applying our God-given talents—but the main value is in the *pursuit* of security. I seriously wonder whether we have not overemphasized material security as an end in itself, while doing a poor job of selling the *pursuit* of security.

How often we hear of new graduates who, in their choice of which job to take, first ask about the pensions, the retirement, the hours, and the automatic pay increases. What talents is the America of tomorrow having dulled or destroyed by emphasis on the safe, sure escalator of employment with few chances and limited opportunities for reward? How much more could they be doing for their nation, their families, and themselves if they were willing to take the big risks of starting in business for themselves, or developing an idea or skill into something marketable? Has the imported theory that we are a Mature Economy, with no more new frontiers, infected the oncoming generation?

Unfortunately, a good many men and women of ability and good education seem to prefer the easy way of routine tasks where the absence of demerits will bring them to retirement after a comparatively few years. Have they thought of what inflation has done to those who have gone through this system only to find the rewards dwindling and dwindling in purchasing power? Have they thought about the boredom of early retirement in an era where the life span is increasing spectacularly? The fact that this overemphasis on security as the *prize* instead of the *race* is getting attention in many quarters means that society is not making attractive enough the *pursuit* of security.

Part of the remedy lies in a healthier economic climate, with more latitude and more financial rewards (after taxes) to the red-blooded person ready to *pursue* security through his own efforts. Another remedy is a sound public relations program to show that America's Tomorrow needs pioneers and that the frontiers truly are limitless.

Some of these frontiers will come in research, in new ideas, in understandings, in attempts toward peace; other frontiers which we manufacturers know, but often forget to mention, are in materials, products, processes, and management techniques. Beneficiation of low-grade ore, automatic controls, peaceful power from atomic energy, hybrid seeds in agriculture, jet aircraft, induction heating, making gas from coal, television in industry, the heat pump, electronic computers, and on and on go the things which are here or on the *near* horizon. To keep them coming, and to develop the ideas on the *far* horizons, we need to do our part in encouraging the *pursuit* of security. For in that pursuit are many of the richest rewards which can come to mortal man.

THIS IS one of a series of guest editorials written by officers and directors of the Association and by officials of member companies. Mr. Bixler, author of this article, is a founding member of the Young President's Organization, past president of the New Haven Junior Chamber of Commerce, Chairman Education-Industry Committee of the New Haven County Manufacturers Association, and a board member of Grace-New Haven Hospital, New Haven County Manufacturers Association and Board Chairman, New Haven College.



ASSOCIATION OFFICERS are shown with Reverend Ralph W. Key, and Governor John Davis Lodge in the President's Room, Woolsey Hall. (Left to right) Rev. Key, Pastor, First Presbyterian Church, Bridgeport; Vice President Albert S. Redway; President A. V. Bodine; Governor Lodge; Treasurer John Coolidge; and Vice President E. B. Shaw.



FIVE NEW Association Directors were elected at the business session in the afternoon. Donald C. Cottrell, president, C. B. Cottrell & Sons Company, Pawcatuck, was absent when the photograph was taken. Other directors shown are (left to right) Henry H. Lyman, treasurer, Lyman Gun Sight Corporation, Middlefield; William L. Hubbard, president, Norman-Hoffmann Bearings Corporation, Stamford; Philip B. Watson, plant manager, American Cyanamid Company, Wallingford; and William L. Sorenson, treasurer, the Warren Woolen Company, Stafford Springs.



Review Annual

BELIEVING that there is much truth in the old adage, "Variety is the spice of life," your Association's officers and Board of Directors varied the program of its 137th Annual Meeting, held at Yale University on Tuesday, September 16, 1952, from the previous three meetings which have taken place at Yale, beginning in 1949. This year's meeting recognized education, as no other annual



THIS INTERESTING mural display depicting the significance of electrical power in an industrial state was placed in the rotunda of Woolsey Hall through the cooperation of the utility companies of the state.



ABOVE MEMBERS who attended the afternoon session at Sprague Hall are shown leaving after the completion of the Youth and Industry Conference.

(Left) NEARLY 700 industrialists attended the dinner session at Yale Dining Hall.

ew of 137th al Meeting

conference ever did, by scheduling a Youth and Industry Conference as the chief feature of the afternoon session and by presenting as the featured guest speaker in the evening, Dr. Kenneth McFarland, one-time superintendent of the Topeka, Kansas schools, and planner of the modern McFarland Trade School in that city.

Business Session

The short corporate business meeting, called to order in Sprague Hall at 2:45 P. M. by President Bodine, heard and approved the Treasurer's Report by John Coolidge, Treasurer, the Budget Committee Report by Herbert

B. Bassett, Chairman of the Budget Committee, and President of the Acme Wire Co., New Haven; and the Nominating Committee Report by Malcolm P. Taylor, Chairman of the Nominating Committee and chairman of the Board, Taylor-Reed Corporation, Glenbrook.

Since there were no nominations offered from the floor it was voted that the secretary cast one ballot for the slate of nominees presented by the Nominating Committee. The President then declared the election of the following directors to serve for a term of four years beginning January 1, 1953. Directors elected were:

Henry H. Lyman, treasurer, Lyman Gun Sight Corporation, Middlefield, representing Middlesex County, who succeeds Amor P. Smith, vice president and secretary, The Russell Manufacturing Company, Middletown; W. L. Sorenson, treasurer, the Warren Woolen Company, Stafford Springs, for Tolland County, replacing David P. Mitchell, president, Cyril Johnson Woolen Company, Stafford Springs; Donald C. Cottrell, president, C. B. Cottrell & Sons Company, Pawcatuck, succeeding Ralph A. Powers, president, Robertson Paper Box Company, Montville, as director from New London County; W. L. Hubbard, president, Norma-Hoffmann Bearings Corporation, Stamford, representing Fairfield County, replacing F. M. Daley, president, Sponge Rubber Products Co., Shelton; and for director-at-large, P. B. Watson, plant manager, American Cyanamid Company (Plastics Division), Wallingford, replacing C. B. Backes, president, M. Backes' Sons, Inc., Wallingford.

In the absence of any new business, the business session was adjourned at 3:10 P. M.

Youth and Industry Conference

For the benefit of members who did



STUDENT MEMBERS of the "Youth and Industry" conference quizzed industrialists and economists for two hours in a program designed to give Connecticut college students a better knowledge of their opportunities, a clearer insight into the minds and plans of those in charge of our industries, and an improved understanding of the operations of our business system.

not attend this conference, its purpose was to give one college senior from each of Connecticut's four-year degree granting colleges an opportunity to ask any unrehearsed questions he or she cared to ask about economic, social or international problems, directing them to a panel of four Connecticut industrialists, one Yale Economics Professor, and the director of the Research Department of the National Association of Manufacturers.

Besides seeking to assist college students to gain a better understanding of the operation and accomplishments of our economic system, and how to find his vocational niche in it, the second objective of the conference was to give management a clearer view of the thinking and problems of college youth today. And finally, it was hoped that this conference would generate the desire of management to arrange similar conferences at secondary schools and colleges in their own communities where all students may have the opportunity of exchanging ideas with management panel members on the operation of our business system and practical ways in which day-to-day problems may be solved.

Evening Session

Starting with dinner at 6:30 P. M., the evening session drew a crowd of near 700 persons as compared with the maximum attendance of 350 at the afternoon session.

Preceding the banquet, Reverend Ralph W. Key, pastor of the First Presbyterian Church, Bridgeport, gave the invocation. Other events following the dinner included a brief address of welcome by Governor Lodge; an address entitled "Industry's Challenge for 1953" by President Bodine; and

the feature address by Dr. Kenneth McFarland, educational consultant and lecturer for General Motors Corporation, who spoke on the subject "The Educated Heart." The slightly briefed addresses of Governor Lodge and President Bodine, and a summary of Dr. McFarland's address, are reproduced on the following pages.

Quiz Conference Report

As evidence of the responsibility of today's college seniors, all twelve delegates and ten alternates from twelve colleges who agreed to participate in the conference were present when President Bodine introduced the chairman, Dr. Millard C. Faught, President of the Faught Company, 342 Madison Avenue, New York, a firm of consultants to management on public policy pertaining to economics, business methods, community problems and human relations. The twelve delegates (one each from the twelve participating colleges) were seated at tables of six on either side of the executive panel (see photo on this page) while alternates were seated in front row seats in the Sprague Hall auditorium.

Since the quiz conference was in session from 3:15 P. M. to 5:20 P. M., space permits the reproduction of only half of the questions posed and only a portion of the answers given to some of these questions, as recorded by the SoundScriber Corporation equipment.

Dr. Faught Sets the Stage

The real experts who are going to produce the results in this quiz conference today are your executive panel members. . . . You certainly know President Bodine, here, Mr. Roger Gay, President, Bristol Brass Company, Mr.

Roland Bixler, president J-B-T Instruments, and Mr. Archibald Williams, vice president, American Hardware Corporation, and Mr. John Gebhart, director of the Research Department, NAM. He's just recovering from a rather lengthy bout with doctors, and we should go a little bit easy on him, but not too easy. And then we have professor O. Glenn Saxon here, Chairman of Applied Economics Section, Yale University, and he looks perfectly healthy, so we won't spare him a bit.

Now on the challenging team, I really have two teams.

Both the delegates and alternates have already had two hours practice during a long lunch hour, and some of these students can ask such good questions that I can't draw any line at all between the delegates and the alternates. So, as far as I am concerned, we can all get in the act here this afternoon. I'm just going to read off who they are, and if they will just stand up when I read their names, and if we hold the applause until the end of it, I think we can get through quickly. (Reads names—see photo and identifying caption page 9.)

So, we certainly have the talent, there's no shortage of that. All I would like to do by way of trying to set the stage for this is to talk about why I think this is a very extraordinary opportunity. I made the point initially that I to a degree have a leg in both camps here today, insofar as we have the world of academics and the world of business. I think we have an overlapping area here too—a third area, of youth. And while I still have a little bit of hair to comb, and not so much head to wash, I'd like to identify myself a little bit with that group too. Having had some experience in all

quarters, I would like to comment on something which bothers me a great deal, which I think perhaps is the common denominator of the real problems we might try to unravel here today.

If you circulate in the field of business and management, and listen to the problems they're talking about which seem to be the most urgent, and you do the same thing on the academic level, it strikes me they're both talking about the opposite ends of exactly the same problem. And it seems to me that, thanks to this dynamic system which we all love, believe in and are enthused about, for one reason or another, we have made an enormous amount of progress in a very short time. I understand that this is the 137th annual meeting of this group. Just think how much more complicated business and the way we live and work together on all levels in this state has become in that short time. We have seen a vast improvement, so much in fact that we can't even find anything in history to measure it by. But it has also gotten extremely complicated. Not only business, but the life that goes on around the core of the economics of our society. Now, in an effort not only to continue this progress, but also to solve the problems that come out of it, business has established some very effective working relationships with the physical sciences of our academic institutions. If a company has a problem that involves metallurgy in substituting one kind of metal for another, or in introducing a new product, it goes to the Yale department of engineering, or gets a specialist from M. I. T., or somebody from some college who is intimately acquainted with the technology in the field where they have a problem in common. They'll sit right down together and they'll solve the problem. And then we have more technological progress.

But to a degree the sheer speed and efficiency of technological progress generates a great many human problems in its wake. I've had a lot of fun over a period of years standing up and accusing a business audience of management of being social scientists. It sounds like a rude shock, and then, of course, you've got a battle on your hands as to whether that's true or not. But I think a good case can be made for the thesis that as soon as you've taken care of the production departments, and your vice presidents in charge of engineering and plant layout and product



STUDENT DELEGATES and alternates who participated in the "Youth and Industry Quiz Conference" at the afternoon session of the 137th Annual Meeting of the Manufacturers Association of Connecticut, Inc., September 16, 1952. Students in photo and their colleges (left to right standing) are: Anthony Lane (A), University of Bridgeport; Robert M. Handy (D), Trinity College; David F. Niemiec (A), Wesleyan University; James E. Sailer (D), Wesleyan University; John Watson (A), New Britain State Teachers College; Donald Dempsey (D), Danbury State Teachers College; Mary Wiedl (A), Danbury State Teachers College; Mario Losi (A), New Haven State Teachers College; George Collins (D), New Haven State Teachers College; Thomas M. Murphy (D), Hillyer College; Zita Gildea (A), St. Joseph College; Alan H. Bradley (A), Hillyer College; Christopher Pottle (D), Yale University; William Y. Duncan, III (A), Yale University; Anthony J. Mitchell (A), University of Connecticut; Edward Timbrell (D), Willimantic State Teachers College; William G. Baker (A), Willimantic State Teachers College.

Seated (left to right) Walter Langhorst, University of Bridgeport; Norman Wilensky, New Britain State Teachers College; Patricia Mottram, Connecticut College for Women; Jacqueline Keenan, St. Joseph College; and Nicholas Mango, Jr., University of Connecticut, all delegates.

NOTE—(D) after name means Delegate, and (A) means Alternate.

design and a few other key activities in a business, just about all of the remainder of the things that business enterprise does are social sciences. Labor relations and human relations problems, management training, advertising and marketing, the geographical distribution of new markets, and even transportation, and all of those activities which sound so neatly packaged and disciplinized, are all, to one degree or another, applied social sciences. Yet, in spite of that it's very easy to get a conversation started on a college campus, or one started in the board room, where you will have one of the business executives who will say, "Boys, don't get any of these professors around here because those vague guys are not quite sure what they're doing; their feet are a little bit off the ground; they never met a payroll, and they just aren't very practical."

And on the other side you will find some of those sensitive members of the social sciences who have developed a defense against this kind of criticism.

They say, "Well, they're just businessmen; they're a bunch of hard headed, cold blooded characters with comptometers for hearts and their circulation system operates purely electronically, what's the use talking about these problems?"

Well, fortunately, that's getting to be recognized as somewhat silly. If it isn't silly, it's awfully expensive because we haven't got time to afford any more of this type of iron curtain, or whatever kind of curtains they are, which seem to have grown up in the path between two groups of people who have very important roles in society.

I think the era of that kind of nonsense is about over. The colleges these days, because this kind of thing is happening, find themselves in a relatively obsolete position in some respects. The way they finance their own operations is somewhat obsolete. In the old days you started a college, and you taught mostly Latin and Greek, and the fine arts. The way to get a library



M. C. FAUGHT



A. V. BODINE



A. WILLIAMS



J. C. GEBHART



R. M. BIXLER



R. E. GAY

for it was to name the building after the favorite niece of some rich widow. Well, there aren't very many rich widows anymore, and certainly the process which produces, not widows, but rich widows, has almost ceased. Now, if you want to get a good library you should make the college function so that it begins to appeal to the kind of people who are in charge of the primary source of revenue these days, which is the current earnings of enterprise. Therefore you have a totally new reorientation of the importance of what you are doing, and why you are doing it, and who you are doing it for. I don't say that that means we now have to eliminate the fine arts and all the rest of it, and cater to whatever might be the narrow points of view of a vice president in charge of accounting, or some other activity. Not at all.

Represented here today are academic institutions which are now training people for a totally new kind of life. Among other things they are trying to train talent for this important area of the business world. They have many new reasons to get together and find out what needs to be done. And certainly the students who are going through this process, are only going through it because they are trying to learn first, how to equip themselves to lead a rewarding life as individuals, but secondly, how to equip themselves professionally so that they can contribute something useful and get a valued return out of their jobs. So I say that because all of those things are mighty important, this is a wonderful thing to have happening. Because this kind of a meeting I submit proves louder and more quickly than I could rationalize, or anybody else, that we can get together and tear down these iron curtains, and build bridges back and forth between these worlds of effort, so that everybody can participate in it more efficiently.

I'm sorry to have taken so long to paint this backdrop, but it's so big that it's pretty hard to sketch it all in. Certainly one of the most important

aspects of it, which is common to all of the groups here, are questions of this sort, "What kind of people is business looking for coming out of the colleges and into the new bloodstream of enterprise?" And on the other side, "What kind of jobs are there, and how do you best qualify yourself to get one of those jobs from the point of view of the individual?"

So let's get our panel questions off on the relationship of the business world to the best interest of the individual.

Now, who's got a good general question that's right down the alley in that direction? I'll entertain questions from the alternates just as well as from the delegates. We had about a half dozen of questions in this field when we first started to discuss them during the briefing luncheon session.

I know Mr. Mitchell had one that I made a note of. I can't remember how it was phrased, but it was certainly a good basic one to start with.

MR. MITCHELL: (Alternate from the floor—not clear enough for transcription.)

DR. FAUGHT: Did you all hear that up here? I wonder, Mr. Saxon, if you would be willing to sail into that one?

MR. SAXON: I think that's more directed to the industrial members of the panel.

DR. FAUGHT: Well, yes, that could be. Mr. Gay, how about it? The question, as I get it, is the age-old one: Is it better to go on after you've gotten to be a Bachelor, and get a Masters in something, or do you go right out into industry and get some experience first in order to get ahead faster?

MR. GAY: Well, there are a couple of answers to that. I would have to use my own judgment only as it would reflect the type of person I might want in my particular organization. We make sheet brass and brass wire and brass rods. We make no consumer goods, no finished product. Our sales are made by our own people to well known industrial firms. Our particular need for young people today is in the

supervisory end of our business. A supervisor is not the tough guy that he used to be considered years and years ago. He is a highly trained specialist. He knows how to handle people. I would think therefore, in our particular business, which is highly specialized—there are no textbooks about the brass business, there are no courses given on how to roll or draw or extrude brass, it takes years of practical experience to get that—therefore, a well rounded general education with a particular knowledge of human relations, I think would be most desirable from our point of view. That's my answer.

DR. FAUGHT: That's fine, Mr. Gay, thanks very much. Would any of you other men have any modified answer to it in terms of what you are looking for in your company? Mr. Gay's point was that he is in a fairly specialized field, but he still needs his well-rounded man to start training the experts that he needs. Mr. Bodine, how about you?

MR. BODINE: I think that the youngerster who comes out of school has gone through a process which has taught him how to conduct his own thinking. I think largely the man out of college expects to be trained by his employer or whoever he associates himself with, and I think that when we buy the services of an engineer we expect him to have the fundamentals in technology. We likewise expect him to have some appreciation of the finer things in life, and the ability to get along with other people. From my standpoint, I would rather have a fellow with a lot of personality, and the ability to get along with people than I would the finest trained expert in the world. I think he is going to do more for business; he's going to do more for his community, than the fellow who only knows how to run a slide rule, and can't appreciate Henry Van Dyke when he sees him.

DR. FAUGHT: I think that if you had said that about twenty years ago you might have been called a heretic. As I remember, that was when the age of

(Continued on page 56)

ADDRESS OF WELCOME*

By HIS EXCELLENCY, JOHN LODGE, Governor of Connecticut,
at the Evening Session

I AM delighted to have this opportunity to meet and to talk with you again. I have had some interesting conversations tonight with some of your members, who have been good enough to share with me their thinking on problems of general concern to us.

Incidentally, I hope that my friends and fellow-citizens, whether they run factories or work at factory benches, whether they till the earth or sit at a desk, will always give me the benefit of their views. My administration and I would be ill-served indeed if our fellow-citizens, particularly those who represent such important groups in our economy as labor and management, did not speak out forthrightly on the public questions affecting our State. As Governor, I want and welcome at all times, the recommendations, the expressions of opinion, and the constructive criticism of any citizen or group.

It is a great strength and glory of our representative system of government that those who serve under that system can have the advantage of the criticism of their fellow-citizens. The dictatorship which attempts to choke off such free expression of opinion eventually itself strangles and disappears.

Since I addressed the annual meeting of the Manufacturers' Association a year ago, many developments have taken place on the Connecticut industrial scene.

Contracts and Expansion

Connecticut has just about completed one of the biggest industrial expansions in its history. Contracts awarded for the construction of manufacturing facilities in 1951 had a total value of nearly \$31,500,000. This was an increase of 168% over the \$11,731,000 in industrial construction contracts signed in Connecticut in 1950. Much of the actual construction was carried over into the present year, notably the big new plants of the United Aircraft Corporation in North Haven, East Hartford and Windsor Locks. Almost all of the expansion is now completed.

On the basis of these contracts, Connecticut has added 310 new buildings and new manufacturing space measur-



GOVERNOR LODGE

ing more than 3,500,000 square feet. This is an immense addition to our industrial plant in a very short space of time. It compares more than favorably with the approximately 10,000,000 square feet of manufacturing space which was built in Connecticut throughout the period of World War II.

There was one great difference between the additions to plants made during the war and those achieved in recent months. With a few exceptions, the industrial buildings which have been erected in the present period have been financed by private capital, not by government funds. To be sure, certificates of necessity granting rapid tax write-offs have played their role in the expansion, but the actual financing has been done by our own Connecticut manufacturers. This is private enterprise at work. This is the way to make it work, and I congratulate you, the manufacturers of Connecticut, on this significant achievement.

Expansion Since 1945

It shows that our Connecticut manufacturers have sound faith in their State, its government, its economic climate and its future. But those who

have been manufacturing in Connecticut for many years are not alone in demonstrating such faith and confidence in our State. From the end of World War II through last June, some 1,150 new manufacturing enterprises have come into being in Connecticut. Of these, 115 were either industries moving into this state from other states or were new branch plants of out-of-state firms. These likewise displayed confidence in Connecticut. But I like still better the fact that just about 90% of the new manufacturing entities were born right here in the state. They showed not only confidence but they demonstrated that energy, enterprise and foresight which have marked our manufacturing history. No doubt many of those who started these new businesses are in our audience tonight. I also congratulate them.

The Business Scene Today

Scanning the Connecticut economic scene today, we find that, generally speaking, business is good. I say "generally speaking," because we cannot forget that some—firms in our textile industry, for example—are not sharing in this good business. And there are other instances in other fields where business is not up to par. Business in the state, according to the State Development Commission's composite weighted index of economic indicators, sometimes called "the pulse," was 1.2% better in the first six months of this year than it was in the first half of 1951. A gain of only a fraction more than 1% may seem at first glance to be no cause for ecstasy. But the Development Commission of our State points out that the first half of 1951 found the economic level 16% higher than in the initial six months of 1950. So in a business sense, and again generally speaking, Connecticut commerce and industry are flying high.

The Impact of War Production

It is a sobering thought, however, that these economic gains must be attributed in large measure to the requirements of the national defense effort. The satisfaction which we would all normally take in these rising indices of Connecticut production fades away

* Closing paragraph deleted for lack of space.

in the realization that behind it all lies the sombre ordeal of Korea and the world-wide menace to our security.

No, gentlemen, knowing what young Americans have sacrificed, and will further have to sacrifice on that faraway peninsula, there can be no room in our thinking for the gratification which we would, under other circumstances, be entitled to feel. There is not a person in this room, I know, who does not wish, with all his heart, that our improved business conditions could be ascribed to factors other than war and the threat of widened war.

Yet, the world is as it is, and not as we would wish it. Our country is in the gravest peril of its existence. Forces which have repeatedly demonstrated their ruthlessness and their drive for global power have risen to challenge us. Our long-cherished institutions, our heritage of freedom, our very security as a nation and as a people are at stake.

Accordingly, even though we can take no satisfaction in the war background of our economic advances, we are entitled, I think, to feel deep pride in the indispensable role which Connecticut is playing in the building of our national defenses. Since the start of the Korean conflict which served to throw the whole international crisis into sharp focus, the federal government has looked to Connecticut manufacturers for the production of a tremendous variety of items vital to defense purposes. The fact that in this period Connecticut industry was awarded \$2.3 billion in military prime contracts well illustrates the dependence which the nation places on our State and its productive capacity.

It is interesting to reflect that \$2.3 billion is a little more than 4% of all the military orders distributed by states. And it comes to a state with a population of only 1.3% of the nation's total. It gives Connecticut a defense output of \$1,152 for every man, woman and child in the state, and that is far higher than the per capita production of any other state.

The impact on employment serves to illustrate vividly just how this \$2.3 billion worth of defense orders has affected our economic situation in this state. In June, 1950, Connecticut's non-manufacturing employees, exclusive of agricultural workers and domestics, actually exceeded the number of those employed in industry. According to the records of our State Department of Labor, manufacturing workers in June, 1950—before the impact of

Korea on industry—totalled some 362,000. Non-manufacturing employment was counted at more than 379,000.

This situation in which non-manufacturing employment was higher than that of the industrial force prevailed, incidentally, throughout the greater part of 1949 and 1950. It was a very unusual relationship of employment in a highly industrialized state like Connecticut.

As of June of this year, manufacturing workers numbered nearly 427,000, an increase of 17.7% in the two-year span, and they then outnumbered the non-industrial employees by almost 11,000, even though the latter group had also grown substantially in numbers. Our over-all non-agricultural employment went up from 742,000 to more than 843,000 and here the advance was one of 13.6%. The military contracts have been responsible for this great change, for putting industrial employment back on top, where we normally expect it to be in Connecticut.

Not only has industry been the beneficiary, but the shift to military production has resulted in the very high general economic index reported by the Development Commission. The average weekly pay for industrial workers stood at \$69.00 in June. That was 19.5% higher than in June 1950.

How long, it may well be asked, can Connecticut continue to show business gains with defense output as the chief prop holding up our economy? Last January we were told by the Department of Defense that there would be a cut-back or "stretch-out," as they called it, in military production. It was put into effect and just a week ago, when a new member of the President's Council of Economic Advisors was sworn into office, he took advantage of the occasion to announce that the peak of military contract placement had already been reached.

However, so far as Connecticut is concerned—and this I think may surprise some of my listeners—the peak of military contract placement was reached in June of 1951—not last June, but in June, 1951, more than a year ago. On this point, I will quote information provided by the federal Munitions Board.

I stated earlier that \$2.3 billion worth of military prime contracts had been placed in Connecticut. Let's look at that figure and take it apart. The figure was for the first 23 months following the outbreak in Korea or through May of this year. Now let me

show you how that total was developed. The first \$1.7 billion worth of contracts was placed in the state in the first 12 months of the Korean War, in other words, prior to July 1, 1951. It takes only a little simple mathematics to determine that in the last 11 months or from July 1, 1951, through May 31, 1952, industry in this state has received only about \$600,000,000 of defense production orders. The rate dropped from just under \$200,000,000 a month in fiscal 1951 to less than \$60,000,000 per month in fiscal 1952.

But the sharp decrease at an exact date on the calendar again brings up the question, how long will Connecticut's business gains continue with military production as a major support of the economy? That support is no longer what it was, because many contracts have been completed. So obviously it behooves us to give increasingly serious thought to the future. We cannot—we must not—relax for one second in our production for defense. Connecticut manufacturers will, as they always have, stand ready to fulfill all demands which our country may place upon them. We can, however, prepare ourselves for the day when those already diminishing demands may not be so great and when we shall return, in larger measure to production for civilian consumption.

I pointed out that we have added three and a half million square feet to our production space in an astonishingly short time. This space must remain in use, it must to the greatest degree possible continue to provide employment for our Connecticut workers, after the requirements of the emergency period have levelled off. This leveling off may occur sooner in many industries than we have anticipated. We in Connecticut live and work adjacent to the world's greatest market, but that market never has absorbed and cannot be expected to absorb, all that Connecticut can produce. We must, therefore, lay plans to develop and hold new markets both in this country and abroad. Connecticut industry has the knowledge and skill to compete anywhere. Even while it is concentrating on producing for our nation's defense, it has the ability also to cast a thoughtful glance in the direction of the markets to be wooed and won in another year—a future year which may offer more hope for peace and for the peaceful competition in world markets which Connecticut manufacturers would fervently welcome.

THE EDUCATED HEART

An Abstract of DR. KENNETH McFARLAND'S Address, Delivered
at the Evening Session of the Annual Meeting

IT IS becoming increasingly clear that technocracy is not enough. Never before have so many of our Americans possessed college degrees; never have we had so much wealth per capita; never have we been so physically comfortable. Yet never before have we lived under such tension; never have so many of our people occupied hospital beds for the mentally ill; never have we felt so insecure; never have we seen such a set-up for every kind of flying saucer; never have we been so close to a general failure of the human spirit.

Dr. Millard Faught was thinking along these lines when he sat down on New Year's Eve, 1949, and wrote his

"Prayer for Mid-Century Man"

Reach out Thy Hand, Oh Lord,
And rescue me from my enlightenment.

For I am as a moth
Battered and bewildered in the incandescence
Of my own ingenuity.

Grant me, Oh Lord, a measure of respite
From the mechanization of my progress
So that I may go back along the way
And search for my out-stripped soul,
I miss it sorely.

Give me, Oh Lord, more spiritual wisdom
To leaven the surfeit of my material knowledge,
For with no peace of mind
My creature comforts mock me
In my vacuum of leisure time.

Show me, Oh Lord, the way that I should go,
For the brightness of my artificial lights
Seems only to silhouette the darkness of the world,
And in my search for security
I find new fears.

Deliver me, Oh Lord, from the ironies of my achievements,
For though I move with the speed of sound
I know not where I am going.
And though I hear and see through the invisible air



DR. KENNETH McFARLAND

I am in growing disagreement with my brothers.

And spare me most of all, Oh Lord,
From that product of my mundane genius

Which I fear the most but cannot see.
Before I am destroyed by the infinitesimal

Grant me greater understanding of the Infinite.

We have developed a whole school of thought in America who believe that if we could but solve the economic problem, all our other problems would be automatically solved. Phil Murray said not long ago that "labor has no problems that cannot be solved by more pay in the envelope." Personally, I am for all the pay in the envelope that we can get, but to say people have no problems that cannot be solved in that manner is fantastic. More pay in the envelope would still leave people just as bewildered as they stand before the open grave of a loved one and contemplate the mysteries of the unknown. More pay in the envelope would still leave people just as hurt inside when those they love betray them, or prove ungrateful, or just plain forget them. More pay in the envelope would still leave people just as unkind, discourteous, and crude as they are now.

W. W. Argo, upon contemplating the whole problem, says

"In our haste to build Utopia we must remember it is not the regimentation of economic forces that is needed, but rather the discipline of the individual. The answer to our problems will be found in the abiding springs of action in the human heart."

We have educated our heads and our hands; now the need seems to be for an educated heart. The educated heart is a term I borrowed from the late Channing Pollock. It covers an important area of human activity for which we must have a name. Channing Pollock, with all his genius, could never define the term; so I am sure I cannot. Perhaps we come the nearest to defining it by describing a few of its characteristics.

In the first place, the educated heart permits its possessor to sincerely respect human personality. So many of our troubles in this old world would be avoided if we could but realize how truly important the other fellow is. Such a realization would make us automatically courteous. I have noticed that the good executives in every line are the ones who manage in every contact to build people up, and the poor executives invariably use their contacts to tear people down just a little.

Secondly, the educated heart can distinguish between *happiness* and *fun*. One of the curses of our time is the insatiable desire to have "fun." Too many people are having fun in bars every night and never know the happiness they might have had if they had saved that money for a new home. They prefer the fun of being the best dancer on the floor to the happiness of being the best salesman on the floor. They do not know the kind of happiness that does not have a hangover.

In the third place, the educated heart gives one *enthusiasm* for worthwhile things. I have become convinced that the deadliest sin on the whole social calendar is the sin of *indifference*. Personally, I am not so much afraid any more of the communists, left-wingers, and crackpots. We have them pretty well labelled and can flush them out when we have to. No, the people I fear most are the *good* people—who believe the right things, belong to the

right things, and "subscribe" to the right things—but who *never do anything about it*. They just "stand" for the right things; they *never move in and help push those things along*.

Finally, the educated heart is characterized by a simple, straight-forward faith in the Infinite and in the eventual rightness of things. If we are to

restore integrity to public life, if we are to preserve it in business; then it must become the accepted rule of personal living. Honor has been well defined as "what a man has left when he is sure there is no one looking." One does not need to be a theologian to know that the person who would keep sane, happy, and balanced under the

extreme stress of modern living, must enjoy an active partnership with a Power that is higher than he.

"Lord, in this race that we all call Life;
Loaded with trouble; pock-marked
with strife;
We ask no advantage; no head start;
Just grant us the boon of an educated heart."

Industry's Challenge For 1953

An Address by A. V. BODINE, President, *The Manufacturers' Association of Connecticut, Inc.*, at the Evening Session

FIRST, I want to express the sincere appreciation of all of us, members, officer directors and staff to President Griswold and his efficient organization for the gracious hospitality that we have received here today, for the fourth consecutive year.

Unless some unforeseen emergency seems to require a special meeting of members before next December 31, this will be the last time that I shall have the privilege of addressing a meeting of Association members. It is not because of the "inexorable law of nature," which Herbert Hoover alluded to in his opening remarks to the recent Republican National Convention, for I arrived on the American scene some 20 years later than he did. It is rather because of another set of laws—our Association by-laws—which provide that no president shall serve for more

than two years. My second term ends on next December 31.

Much as I have enjoyed the honor of heading the organization for the past year and nearly nine months, I am in hearty accord with the idea of "changing horses," even in "the middle of a cold war," regardless of whether the old horse is tired or not.

In all modesty, I like to think that in the many meetings and conferences I have had during my nearly two years in office, I have been able to leave with a few people a little better understanding and appreciation of the important role industry plays on the Connecticut scene, and, even more important, a better knowledge of the kind of soil and climate which is necessary to keep it healthy and growing. However, I am sure you realize as I do that very little in the way of direct service to

you, or of indirect service to all industry, through interpreting the manufacturers' problems to important groups of non-members, could have been accomplished without the advice and assistance of your officers, directors, and committees, and the timely help of the Association's experienced staff. I am sincerely grateful to them for their invaluable assistance, which I know my successor may rely upon to make his job as painless and enjoyable as mine has been.

Report on Association's Progress

Your president is required to make a report to the membership at the annual meeting. In the next few minutes, I shall attempt to summarize briefly a few facts about the Association's work—and leave with you a few thoughts relative to what I consider the greatest challenge that confronts industry today.

When I reported to you last year I proudly told you that our membership was at an all-time high of 1225 member companies. Despite the fact that we have recently lost several sizeable firms, chiefly textile manufacturers, either through liquidation, or through the moving of their operations elsewhere, we now have in our membership 1247 companies. While there has been a small loss in the total employing strength of the newer members over the older ones, the newcomers have potential growth possibilities that I predict will surpass the employing strength of the older companies whose employment peaks were reached many years ago. I base this prediction on past experience, and assuming the soil and the climate remain favorable.

During the past year the Association's staff has endeavored to keep you abreast of important developments



PRESIDING at the Evening Session was President A. V. Bodine. At his left are Dr. Kenneth McFarland, Governor Lodge and Albert S. Redway.

in wage and salary, price and materials controls, both through its loose-leaf production controls manual, and through personalized service to members who had individual problems to solve. Although price and wage controls were extended only through April 30, 1953, and other controls until next June 30, hope for removal of other than a few more price controls seems rather dim for the near future. Troublesome and retarding to business efficiency as these controls are, our Association staff will continue to do its best to help you operate under them with the least possible annoyance . . . so long as they are the law, which we all hope will not be long.

In this connection I cannot resist the temptation to tell you that I have an abiding conviction that neither wages nor prices in general would now be higher, and well might be lower, if our government had allowed the natural economic laws to operate rather than suspending the free market through the imposition of controls.

An illustration of the bitter by-product of controls that can pollute the stream of commerce and industry down the line from essential raw material sources to the consumer of finished products, is wage controls as interpreted by the Wage Stabilization Board in the recent steel case. I feel certain that the costliest steel strike in the nation's history would either have been averted entirely or settled in far less time had no such controls existed. Certainly it would have been settled with less than half the damage that has already been visited upon the families of some 600,000 steel workers and a large number of workers who were laid off or forced on short time for lack of steel components. The very existence of such controls serves to furnish political opportunists in the Wage Stabilization Board with a chance to throw their weight on the side having the most votes.

Furthermore, the issue of forcing any person to join an organization before he can enjoy his God-given right to earn a living must be decided in favor of individual liberty. Lincoln said, "This country cannot exist half slave and half free." It is still true today.

I am sure that most of you are already familiar with the wide range of services that are available to you through the Association's staff. I shall not take the time to detail them here. But I should like to mention one new

service that is now being offered to our smaller member companies. This is an off-the-job group insurance plan which makes it possible for a small employer of less than 50 persons to insure his employees against sickness and accidents, contracted off the job, at rates comparable to those granted to larger companies. I am glad to announce that since this group policy became effective on April 1, last, there have been 82 companies enrolled in the plan. I firmly believe that the voluntary adoption of plans that are patterned to fit the individual requirements and abilities of employers, rather than any type of compulsory arrangement, will in the long run prove to be of much greater benefit to all concerned. If you have not already done so, I suggest that you give this subject some consideration.

Even though the Connecticut General Assembly was not in session during the past year, we have been in touch with the Governor and other state officials from time to time. Our relations have always been candid and cordial and I believe such meetings and conferences have helped considerably to secure a better understanding and friendly approach to our various problems. Although much remains to be done, substantial progress has been made since my last report to you.

The Association's New Home

I would indeed be remiss if I overlooked mentioning one of the leading developments during my term in office—in fact during the Association's long history. I refer to the association's new home which was opened for business on Thursday, May 29, of this year. I shall not dwell on the details, since the leading facts and several exterior and interior views of the building, and one of the entire staff and your board of directors, appear in the August issue of CONNECTICUT INDUSTRY.

This new debt-free home is in a very real sense a fitting memorial to the many men who have dared to dream and to manage the affairs of the Association to make that dream come true. It stands for the stability the Association has sought through the years in local, state and federal government, and in the individual operations of Connecticut manufacturing plants. This landmark of progress also acts as a service station to help each individual member solve many of his perplexing problems.

Although few of you have actually

surveyed your new home, even though you have been invited to do so, it is my hope that you will make every effort to visit it during the coming year. When you do I am sure you will share with me and our officers, Directors and staff, a justifiable pride in being a part owner in one of the few headquarters owned by local, state or national business associations in the United States.

Government Yesterday and Today

Now I would like to leave this brief review of Association activities and talk to you for a few minutes about government and point out the need for a greater interest and participation in government by industrialists.

During the past twenty-five years a vast bureaucracy has been allowed to grow up in this country until it now holds in its tentacles all actions of the American people in the field of business economics. It is fast closing in on all other activities. The growth of that incentive-stifling bureaucracy is largely due to the lack of alert participation in local, state and federal government by businessmen and those who once looked to them for leadership and guidance in the affairs of government. So gradually has this change come upon us, that I fear that few of us retain a clear picture of the America we lost—and the America which we must somehow regain.

I can think of no better way of drawing so sharp a contrast between the America of yesterday, which gave us the sinews to win two world wars for human freedom, and the America of today, than to quote in part from the article entitled, "The America We Lost," by Dr. Mario A. Pei, which appeared in the May 31, 1952 issue of the Saturday Evening Post. Dr. Pei, an associate professor of romance philosophy at Columbia and an author of several distinguished books and magazine articles, came to America from Italy in 1908, or just 44 years ago.

Here is what he observed about the two countries, and I quote, "When I first came to America 44 years ago, I learned a new meaning of the word 'liberty'—freedom from government. The European country from which I came, Italy, was at that time as 'democratic' as America. It was a constitutional monarchy, with a parliament, free and frequent elections, lots of political parties and plenty of freedom of religion, speech, press and assembly.

"But my native country was government-ridden. Regardless of the party or coalition of parties that might be in power at the moment, the government was everywhere. You could not take a step without government intervention.

"Many industries and businesses were government owned and government run—railroads, telegraph, salt and tobacco, among them. No business could be started or run without the official sanction of a hundred bureaucrats.

"Young people did not dream of going into business for themselves; they dreamed of a modest but safe government job, where they could have tenure, security and a pitiful pension at the end of their plodding careers. There was grinding taxation to support the many government functions and the innumerable public servants. Everybody hated the government—not just the party in power, but the government itself. Yet, I repeat, the country was democratically run, with all the trappings of a many party system and all of the freedoms of which we, in America, boast today.

"America in those days made you open your lungs wide and inhale great gulps of freedom-laden air, for here was one additional freedom—freedom from government. The government was conspicuous by its absence. There were no men in uniform, save occasional cops and firemen, no visible bureaucrats, no stifling restrictions, no government monopolies. It was wonderful to get used to the American system: to learn that a contract was valid if written on the side of a house; that you could move from state to state and never be asked what your business was or whether you had anything to declare; that you could go from one end of the year to the other and never have contact with the national government, save for the cheery postman who delivered your mail with a speed and efficiency unknown today; that there was no national taxation, save hidden excise and import duties that you did not even know you paid.

"In that horse and buggy America, if you made an honest dollar, you could pocket it or spend it without having to figure out what portion you owed the government, or what possible deductions you could allege against the government claims. You did not have to keep books and records of every bit of income and expenditure or run the risk of being called a liar and a cheat

by someone in authority.

"Above all, the national ideal was not the obscure security of a government job, but the boundless opportunity that all Americans seemed to consider their birthright. Those same Americans loved their government then. It was there to help, to protect and defend them, not to restrict, befuddle and harass them. They did not look to the government for a livelihood or for special privileges and handouts. They were independent men in the full sense of the word.

"Foreign born citizens have been watching with alarm the gradual Europeanization of America over the past 20 years. They have seen the growth of the European-style government octopus. Along with the vanishing of the American spirit of freedom and opportunity and its replacement by a breathless search for 'security' that is doomed to defeat in advance in a world where nothing, not even life itself, is secure.

"They see that America is fast becoming a 19th century model European country. They are asked to believe this is progress. But they know from bitter experience that it just isn't so."

Management Participation in Government

In the face of that picture, full of contrasting highlights, it seems to me that there is no longer room for doubt that leadership and participation in government is the imperative demand upon the time of every businessman in Connecticut and the nation.

I'll go farther than that and assert, without qualification, that the time has come when, if our system of free enterprise is to continue, industrialists must make government a department of their business just as they do a purchasing, sales or advertising department and accord it a place of equal importance.

In a speech before the old commercial club of Providence, Rhode Island, late in his second term, President Grover Cleveland said, "If you, businessmen of this nation, do not interest yourselves in the matter of politics, and legislation, the vast properties which you own and which so vitally concerns you, will be managed by those who neither understand them nor care for them." These comments are as true today as they were sixty years ago.

The Connecticut Plan

As most of you know, our Association recently embarked upon a program which we call the Connecticut Plan. This consists of a series of letters to be reproduced and mailed to supervisory employees by top management in an effort to acquaint them with some of the important political issues and particularly to urge them to register and vote. The letters are nonpartisan and I felt that at least fifty per cent of our members would take advantage of this easy and inexpensive opportunity to create a greater interest in government on the part of their associates. Consequently, I was disappointed that only 26 per cent of our members are participating. I cite this only as a further indication of businessmen's inclination to leave the affairs of government to others, even though we reserve to ourselves the right to criticize freely. I am happy to advise you that some other state organizations and Chambers of Commerce have adopted the Connecticut Plan.

There can be no question that a revival of interest in voting in this country is needed. This is clearly demonstrated by the following record of national voting:

Election Year	Pct. Voting
1880	78.4%
1900	73.5%
1920 (women first voted)	49.3%
1932	57.8%
1940	53.4%
1948	51.6%
1950 (Congressional Elections)	44.0%

At this rate, there will be no more voluntary free citizen voting in this country by the year 2025!

Now, how does our American national voting percentage record compare with that in other countries? Well, the best figures available on this put us to shame. Here are the voting percentages reached in other countries:

Belgium (March 1950)	90%
Italy (April 1948)	89%
Sweden (Sept. 1951)	80%
France (Oct. 1945)	75%
England (Oct. 1951)	83%
Canada (June 1949)	75%
Japan (June 1950)	71%
Israel (June 1950)	72%

And the United States—51.6% in 1948.

While I have emphasized the im-
(Continued on page 41)

Quality Control - More Than

Something For Less Than Nothing

By WELTON D. PARKER, *Quality Control Engineer*,
Rockbestos Products Corporation

Ed. Note: Because quality-control has become more and more important as a means to reduce the cost of production and to create greater customer satisfaction, we asked Mr. Parker to set down on paper his thoughts on the benefits to be obtained by a company installing an efficient cost-control department, so that we might pass them along to our management readers. Not only does this article give testimony to his knowledge of the subject but it is also attested by his appointment as the instructor in the eight session quality-control course being given under the auspices of the American Society of Quality Control with the cooperation of the Manufacturers Division of the New Haven Chamber of Commerce at Hamden High School during the months of October, November and December.

Mr. Parker is a graduate of Rutgers University and a member of the staff of instructors at the Statistical Quality Control Institute at the University of Connecticut. He was formerly a director of the National Society for Quality Control and is presently acting chairman of the New Haven Sub-Section, A. S. Q. C.

IN present day industry a soundly conceived and effectively administered quality-control system comes as near as possible to being more than something for less than nothing.

Experience of countless organizations of all sizes has demonstrated that since quality-control concerns itself with reduction of existing losses, it is being paid for whether it is operative or not. Furthermore, the organization without quality-control is bearing the cost of control without benefits received.

Statements like these must anticipate the challenge they invite, and the first step in anticipation is providing a working understanding of just what is meant by the terms "quality control" itself. Two meanings of the word "quality" will readily be recognized. There is first the sense in which it applies to specification intent or level. For example, an ocean liner is a higher quality vessel than a small freighter. Secondly, there is the use of the word to describe the execution of an intent — the freighter might be a better job, be built more closely to specifications and run with relatively less vibration

than the liner. These two meanings have been referred to, respectively, as "quality of design" and "quality of conformance."*

It is in the second sense, as applied to conformance, that the word "quality" is used in this article. The "control" part of the term is concerned with the variability inherent in any repetitive process. No two products of such a process are exactly alike. For all practical purposes you tie your shoes on Tuesday morning by the same process you use on Monday, but it is safe to say that the lengths of the bows are not the same on both days. But this variability is due to "chance causes" and does not affect the usefulness of the product. One morning, though, as you are completing the shoe-tying process, your dog yelps and the neighbor's cat screeches. You yank the bow, go bounding down the hall and trip on the excessively long loop in your shoelace, with results left to your imagination.

What is known as an "assignable cause" of variability, as contrasted to "chance causes," has entered the shoe



WELTON D. PARKER

tying process, and this affects the usefulness of the product.

To revert to the industrial scene, chance causes and assignable causes of variability enter into all production processes to affect the usefulness and economy of industrial products. Chance causes consist of very minor variations in properties of successive quantities of materials, normal machine vibration, inconsequential irregularities due to differences in treatment accorded by operators and other similar items. Assignable causes are typified by excessive variability in properties of materials, excessive dullness of a tool or wear in a machine bearing and consequential differences in treatment accorded by operators. When chance causes alone are producing the variability in a process the process is said to be in control, quality-wise. It is not considered economical to endeavor to identify and eliminate such causes, and

* J. M. Juran, "Quality-Control Handbook," McGraw-Hill, 1951.



QUALITY CONTROL in the laboratory. This laboratory employee is checking the properties of cable compound with the penetrometer.



QUALITY CONTROL in the factory. Controlling diameter over insulation in high speed extrusion is an important phase of control operations in the plant.

the process is considered to be operating at optimum effectiveness and economy. If closer tolerances must be held, a change in the process is required. Assignable causes of variability operating in a process, however, can be identified and eliminated, resulting in a product having minimum practicable variability and optimum conformance to specification requirements.

While detection and identification of assignable causes in an industrial process are not as easily accomplished as in the instance of the shoe-tying, statistical methods have been developed and are being widely applied which make it entirely possible to detect the presence or absence of such causes. Identification and elimination of assignable causes leave a process running in a state of "statistical control." The degree of conformance to specification requirements is known and controlled. Hence, "quality-control."

The development of our definition embodies a superficial entry into the "how" of quality-control. Since the literature is full of exceedingly able treatments of that aspect of the subject, it is sufficient for our purpose to say that the basic quality-control job is to make available new knowledge, new facts about the processes and products concerned, and continue discussion of the "why." This will be carried along as it affects the purchasing, production, inspection, engineering, sales

and management functions in that order.

Purchasing

Acceptance inspection of raw and component materials according to the scientific sampling plans which form part of a quality-control program enable the buyer to ascertain with a known probability of error that purchased items conform to purchase specifications. This known risk of error can be raised or lowered by decreasing or increasing, respectively, the amount of inspection to balance economically the risk against the cost of reducing it. Obviously, a non-critical item can be given less inspection with a higher risk of accepting a poor lot and a lower risk of rejecting a good lot than can a critical item for which a high degree of conformance is essential.

Records of such inspection constitute facts which put the purchasing department in a position to deal much more effectively with suppliers in regard to quality of purchased items. Relative quality of similar items from different sources is known on a factual basis. Interruptions to and defections in the purchaser's production are avoided by rejection upon receipt of lots containing excessive defects. This naturally provides tangible encouragement to the supplier to get his house in order.

We know from first hand experience at Rockbestos, for example, that alert vendors come to appreciate a purchaser's quality control effort. They appreciate it first because the vendor receives new facts about his product, and second because by preventing defective lots from getting into production areas, the vendor's reputation with production personnel is protected.

Vendor relations reach their highest level when vendors accompany shipments by their own quality control reports. This leaves the purchaser in the happy position of having only to make a small scale "audit," with obvious direct savings in cost.

Production

Production is the focal point of the quality-control effort. All activities are centered on reducing scrap and rework, and scrap includes "scrap time" represented by production time utilized otherwise than in the original production of usable product.

The acceptance inspection of purchased items assures a high level of usable material flowing into production, minimizing time lost because of non-standard material, an essential requirement in these times of incentive wage rates.

Process control by the well-known control chart† guides production at the

† J. M. Juran, *Loc. Cit.*

desired quality level, or promptly indicates the need for action to maintain that level. A running graphic picture of performance is provided, and any trend toward production of scrap or rework material is evidenced *before* scrap or rework is produced. In processes requiring adjustment, the process control system tells when to adjust, and in corollary manner, when not to adjust. Repeated instances with installations of control have indicated that uncontrolled processes are adjusted with excessive frequency, resulting in lost production time and production of unusable product. This is another instance of losses resulting from action taken on an inadequate factual basis.

Early in the application of process control, it will become apparent which machines hold steadiest levels with closest tolerances. As a by-product economy, it then becomes easy to assign the more critical work to the machines best suited to handling it.

Speaking allegorically, one might easily chase a mouse all over the room with a baseball bat, ignoring the termites that were busily eating away the supports of the walls at the same time. Human nature being what it is, one can readily concern oneself about an obvious though trivial defection in production, ignoring a more subtle problem that was costing substantial sums from day to day. Application of quality-control techniques points up the problems most deserving of immediate attention.

Quality-mindedness becomes part of the normal day-to-day thought process of production and supervisory personnel upon inception of an ably administered quality-control program. Modest efforts at nurturing this state of mind with educational aids such as posters, slogan contests, bulletin board programs, and other instructional material, have paid most gratifying dividends.

Inspection

In inspection, quality-control transforms the old-fashioned function of sorting the bad from the good to a stimulating activity of applying modern sampling inspection techniques, at the same time providing information to help in eliminating causes of defects. Costwise, a former necessary but unproductive expense becomes an investment in information which can potentially yield quite worthwhile returns.

In the sampling plans and formalized procedures which are part of the

system, inspection personnel find themselves better equipped to make decisions at their level and to pursue their work with new confidence.

Engineering

Guesses, hunches and intuition, the classic clowns of engineering, retire from the ring as a steady march of demonstrated facts about process capabilities, tolerances, fits and assemblies files in from quality-control. Tangible economies include savings in materials, increased efficiency of machine use and availability of new information, saving engineering time which would otherwise be required to obtain data and facts. Intangible gains are represented by increased mutual understanding and respect between engineering and production groups. Not the least benefit is the knowledge that accepted purchased materials will meet specification requirements, permitting realistic tolerances and more economical designs.

Sales

A customer receiving a product uniformly meeting specifications, a dependable product, is naturally a satisfied customer, a confident customer. We will leave it to the salesman to put a value on customer confidence.

It hardly needs to be recorded that effective quality-control must result in substantially reduced customer complaints. Nor need we dwell upon the value to sales personnel of the resulting time made available for pursuit of new business. Even customer complaints, processed through the quality-control mill, become valuable sources of information leading to new improvements and economies.

Management

To management, as the coordinator of the industrial effort, accrue all the benefits of quality-control.

High in the category of advantages of quality-control unique to management is the new basis for making decisions, namely, the calculated risk basis. There are, of course, fewer quality decisions to make, since the quality-control program is aimed at raising the level of conformance of product to specification. But when such decisions must be made, the chances or probability of being either right or wrong can be known.

More accurate and meaningful cost figures, based on controlled items of

cost, facilitate planning and improve the competitive position.

A more smoothly functioning organization, lubricated by the flow of facts and free of the grating and clash of opinions is a less tangible but nonetheless real gain,—for management, for employees, for stockholders, and customers.

Conclusion

The burden of this article has been to meet the challenge invited in the first two paragraphs, epitomized by the statement that quality-control is being paid for whether it is operative or not.

Many widespread advantages of quality-control have been high-spotted. They are all very real, and could readily be documented from existing material were that compatible with the objective of this writing.

It is not to be presumed that these benefits are to be realized in total immediately upon taking up a quality-control program. They accrue as the reward of a continuing effort directed by qualified administration.

The law of diminishing returns will most certainly step in and impose its penalties upon the unwisely conceived or inadequately supported activity. At the same time there has now been accumulated such a wealth of history and experience that there is much less likelihood or reason for incurring such penalties than was the case in the earlier days of the science of quality-control.

The logical starting point for a quality-control program is the most costly of the previously known trouble spots. Success in improving, not necessarily completely correcting, such a situation is usually immediate and substantial. It follows that quality-control starts very early to pay its way. Except for the initial advance, no new item of cost is required for the program is paid for out of the savings it effects, and actually goes on to yield a return on those savings. Once established, the program can be expanded on its own savings as required, the point of diminishing returns being the limiting factor.

Thus, where there is no quality control its cost is being borne willy-nilly in the undisturbed scrap, rework and other non-conforming product losses, with no value received.

Hence we conclude that proper quality-control is in effect more than something for less than nothing.

STANLEY TOOLS

Takes To Wheels



"STANLEY TOOLS ON TOUR," a traveling showcase on wheels, displaying more than 950 individually mounted hand tools, will carry Connecticut goods to hardware dealers from coast to coast on a nationwide tour for Stanley Tools, New Britain, Conn. It is the first of three coaches on the road for Stanley to be devoted entirely to hand tools.

READY heading for the Midwest on the first leg of a nationwide tour—6,000 miles in the first six months—"Stanley Tools On Tour," the new display coach carries these words on both sides, "1853 The Tool Box of the World 1953" . . . and a little further down, "Stanley Tools . . . New Britain, Connecticut." In those two phrases there's a lot of story . . . a century come next year.

Back in 1853, the Yankee Peddler displayed his wares from a horse drawn

wagon, and he delivered the goods then and there. Today, once again, it is a Yankee manufacturer with the same Yankee ingenuity who displays his wares from an ultra-modern coach—the third in a fleet for The Stanley Works—to give his customers a first hand opportunity to examine a complete line of fine hand tools. Selling is still selling, and today Stanley only supplements, does not replace, the efforts of its regular sales force with this rolling display room.

Those who are currently piloting "Stanley Tools On Tour" are Connecticut Yankees, both junior salesmen of the company, Robert W. Nelson and Donald Molchan, both with homes in New Britain. The man behind the scenes who supervised the completion of the interior appointments of the traveling display is a veteran salesman with many years pioneer selling to his credit, Girard H. Story, assistant general sales manager of Stanley Tools.



ONE OF THE FIRST dealers to be welcomed aboard the new display coach on the "shake-down" cruise of New England is John M. Black of Elmwood Hardware and Supply, Elmwood, Connecticut. He is shown being greeted by Charles L. Lohmeyer, assistant sales manager of Stanley Tools.



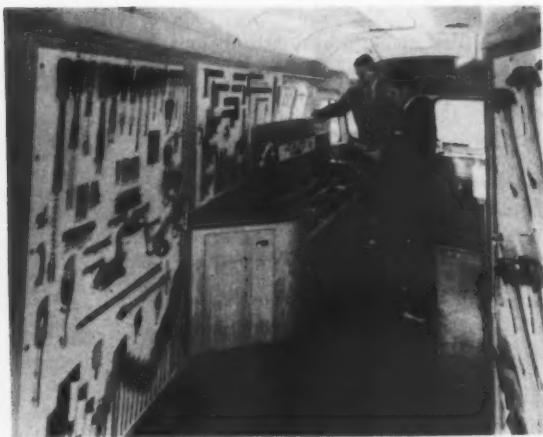
INSPECTING ONE of the 950 items aboard the new display coach are (l. to r.) Earl Miller, and Wallace D. Black, both of Elmwood Hardware and Supply, Elmwood. Host for the occasion is Stanley junior salesman Don Molchan of New Britain, who will accompany the coach on its tour of the Midwest.



FROM BLUEPRINT to finish, compactness, utility, beauty of design, and display, were the ultimate goals of the manufacturer. This photo gives you a peek behind the scenes when the coach was under construction. Note the hinged panels. In several sections of the wall area as many as three panels were separately hung on their own hinges allowing each panel to be swung outward like the page of a book. M. Rundbaken Displays of Hartford, Conn., was responsible for designing and outfitting the coach.



FINISHED INTERIOR (looking toward rear) shows complete display of promotional and educational literature (right) on easy-to-reach racks. In the center is the new two-sided "Tool Station," a separate permanent tool merchandiser available to dealers.



MODERN STREAMLINE design of interior gives inspecting dealers plenty of elbow room—opportunity to inspect tools and literature in one concentrated display area. Hand tools as seen on pastel panels are individually mounted and numbered for dealers' convenience.



LETTING THE RADIO AUDIENCE in on an informal inspection of the new display coach is Betty Kimball of WHAY, New Britain. Enjoying the interview are (l. to r.) Hoyt C. Pease, general manager and C. Kenneth Freedell, general sales manager of Stanley Tools, who are happy to talk about a favorite project of theirs.

A Productivity Team Reports

Two well-known Connecticut men were selected as members of a 5-man Industrial Productivity team sent to Belgium in May by the Mutual Security Agency. Saul M. Silverstein, President, the Rogers Corporation, Manchester, and Warren Mottram, Assistant to the President, in charge of Industrial Relations, R. Wallace & Sons Mfg. Co., Wallingford, informally report here some of their activities.

THIS Team was organized, at the request of the Belgian government and management associations, by the Mutual Security Agency's "Productivity and Technical Assistance Division."

The Belgian organization responsible for promoting and planning the Team's work there was the Belgian National Committee for Scientific Management, a member of the larger, Western-European International Committee for Scientific Management. The American member of this organization is the National Management Council, and it was the latter which was responsible, under the supervision of M.S.A., for the details of organizing the Team and briefing its members before they left the U. S.

Since the war, many European industrialists have crossed the Atlantic to see for themselves the enormous progress attained by American industry. Their aim was, first, to discover by what means their American colleagues had been able to achieve such advances, and then to transfer to their own concerns all that would possibly apply. It's apparent that they have willingly accepted certain superiorities of American industry; but, more important, they have been struck by the particularly favorable conditions and industrial climate in which American activities are able to develop.

American industrialists have not been seen often in Belgium before. Although E.C.A.—then later M.S.A.—have sent similar Teams to other West European countries, this was the first one set up for Belgium.

Basically, our job was to merchandise the principle of greater productivity of Belgian industry, and show what the experiences, whether successful or not, had been in American industry. We tried to show them not so much techniques, but principles. Other

dustrial Engineering, and Organization and Administration.

Our objectives were to exchange ideas and information, and to make suggestions as to ways and means of applying American production and human relations principles. For purposes of our work, productivity was defined as production per man-hour.

We spent five weeks in Belgium. Approximately one week was devoted to orientation in Paris and Brussels, where we met with representatives of industry, labor, Belgian government, and M.S.A. The four following weeks were each spent in making plant visits and in leading three-day conferences, or seminars, with top-management of plants in Liege, Ghent, Charleroi, and Brussels. A final three days were devoted to reporting Team activities and impressions to those persons who had contributed to our original briefing in Brussels, and to the Belgian chairmen who had presided at the section meetings in their respective cities.

It's not generally appreciated that the cost of such Teams is shared approximately half by the U. S. and half by the foreign government concerned. In this case, the individual Belgian managers who attended the seminars paid their share further, through their memberships in the sponsoring committee for scientific management, and through their individual fees for attendance, much as we do for conferences and business clinics in the U. S.

While the Team members were specialists by training and experience, we often found it impossible to limit our discussions to any narrow segment of any subject. As we presented principles and ideas in our particular areas, we often found it necessary to explore questions and lead discussions in many other related areas of management.

We're sure all of us found the personal contacts and conversations with our Belgian counterparts extremely stimulating. The language barrier was something of a problem when it came to drawing very fine points, although such occasions didn't arise very often. Many of our Belgian friends spoke or understood English with varying degrees of accuracy. Interpreters were with us practically all of the time, and



WARREN L. MOTTRAM



S. M. SILVERSTEIN

Team members were to approach the problem through their particular fields, such as Management Development, In-

translated promptly—from English or from French—in the offices, on the shop floors, and especially around the conference tables, which were equipped with microphones for the interpreters and headphones for those who preferred to listen to the simultaneous French translation.

We visited about 35 factories and plants, including very large and very small, family-owned and corporations, American licensees, manufacturers of capital goods, consumer goods, defense materiel, products for domestic markets, for export, and for both. Official attendance at the seminars totaled 345 persons.

One feels that Belgium is a country living in the present but possessing roots which go deep into the past. The influence of past events is felt in practically everything that's done by businessmen. The historical events of the past twelve years—including not only the military phases of the War, but—almost more significantly, the psychological and mental attitudes imprinted by the Occupation—have somewhere shaken the confidence of Belgian businessmen.

There is a tendency, by no means universal, to retreat behind a series of problems and assume that these problems are insoluble and will always be present. Those we heard most included: the smallness of the country, immobility of work forces, limited markets, shortage of raw materials, low worker efficiency, low management efficiency, tariffs, taxation, etc., many of which topics can be heard discussed throughout American industry, too.

Some companies have forged ahead and built better factories, or have expanded their businesses. Some have adopted new and progressive ideas and techniques, so much so that we found that practically every good technique used in America can be found operating in Belgium. By the same token, every poor practice in Belgium has its counterpart in the United States.

From the standpoints of human relations and market development, a majority of the plants, we felt, were not up to the same high level of their production techniques.

Those members of Belgian management with whom we came into contact showed great insight and intelligence in evaluating American methods into their own contexts. In the seminars—once they accustomed themselves to the idea that productivity is not the

exclusive property of the giant industry, either in the U. S. or in Belgium—they were quick to crystallize the basic differences in attitude and philosophy, and to proceed from there. They were quick to think in terms of the specific, of formulae, techniques, percentages, standards, etc., though it was occasionally difficult for them to understand the changing and basically optimistic attitudes of the American businessman.

For many Belgian businessmen our seminar sessions were the first at which they ever sat down and discussed their mutual problems. Many were surprised to find they received a great deal of help from each other. In at least two cities, a group of seminar "alumni" agreed on the spot that further meetings among themselves should be scheduled. They actually held their "organizational" meetings within a few days and mailed informal reports to us before we left the Continent. We found it gratifying that we had been able to break some of the ice; we had been a little disturbed to find, in a highly industrialized country about the size of Maryland, or twice the size of Connecticut, that very few of these industrial leaders had discussed among themselves the fundamental problems of industrial life, as distinguished from questions of immediate interest or relating to their own technical problems.

Human relations appear to be the field for greatest improvement in Belgian industry, a fact that was substantiated by the enthusiasm and deep interest of the Human Relations seminar groups. While some of the points discussed were at the moment considered as academic, there was firm indication that the ground was extremely fertile for more and better human relations. A few plants seemed to have human relations policies, if any, of the American 1930's, but there were also many significant examples of extremely sound and long-range human relations procedures.

It may be of interest to report on some differences in terms. A director of a Belgian company is called an administrator. The head of a plant who, we might say, administers, they call a director. A person working in the plant is a worker, not an employee. A person working in the office is an employee. They pay their workers a salary, not wages. They pay their employees (office workers) an "appointment."

Apparently we did something to

weaken the European concept of the "typical" American businessman. They had assumed we all came from gigantic companies, and were momentarily baffled to learn that we did not. Because the members of the Team seemed to use similar facts, similar lines of reasoning, and in some cases similar vocabularies, they were impressed to learn that we did not come from the same industries, or even the same geographical backgrounds. They thought at first the Team members had been business associates for many years, when actually we had not met each other prior to the organizing of the Team. And one vice-president told us in sheepish amusement, "I'm happily disappointed to learn that you don't all have offices in the Empire State Building, and that none of you chain-smoke fat Havana cigars."

It was interesting to note the Belgian attitude toward market development and salesmanship. Salesmen are more order-takers than order-getters. In consumer goods many manufacturers think they must always cater to individual tastes. It was often stated that shirts are manufactured in small lots, with many custom-made features, because it is felt that no two Belgians want to wear the same kind of shirt. One manufacturer of mattresses, with a splendid production line, maintains three qualities, eight colors, and 62 different sizes, practically all on job-order runs. And they are being forced to recognize the psychological and economic differences between over-production and under-consumption.

It is quite obvious that when effective marketing becomes a reality among businessmen in Belgium, there will be more need for sales training. Speaking very generally, manufacturers are presently producing only what present consumers demand, which eliminates the necessity for effective selling.

Let us not give the wrong over-all impression about Belgian industry. Since the War, Belgium has made the first and fastest recovery of any West-European country. Practically every other European country owes Belgium large credits against her exports. From what we saw, we can readily agree with our Team member for Industrial Engineering, who was extremely impressed. Belgian technical knowledge and know-how is well advanced. Latest methods are much in evidence; standard procedure methods are in use for all types of planning; manufacturing

(Continued on page 47)

Our Watch Industry Is In Danger

By DUDLEY S. INGRAHAM, Vice-President, The E. Ingraham Company, Bristol

Ed. Note: This article is actually a letter written by Mr. Ingraham to the editor of the Hartford Courant to set the record straight regarding what he feels were erroneous observations made in a previous Courant editorial. Because of the importance of our watch and clock industry in peace and war, and to indicate what may well happen to other industries if similar tariff treatment is accorded them, we reprint Mr. Ingraham's warning letter for the benefit of Connecticut Industry readers.

YOUR editorial, headed "The Swiss Hail a Momentous Decision," might advisedly have been headed, "The Swiss Hail a Momentous Decision and Connecticut Labor and Connecticut Industry Receive a Severe Setback."

I would like to examine your editorial in the light of facts. American wages are over three times the wages paid in Switzerland. Approximately 85 per cent of the cost of a wrist watch is labor, and labor, incidentally, of the highest type and degree of skill. Apparently you feel that this low priced foreign labor should replace American labor paid in accordance with American standards of living.

As you probably know, from 1935, when drastic tariff reductions were made on Swiss watch imports, there were seven U. S. manufacturers in the field. Now there are five—one in Massachusetts and one in Connecticut have been forced out of manufacturing watches under the Swiss competition based on low cost labor. Of this you apparently approve. The remaining five unable to meet the competition of cheap labor have been forced to start importing Swiss movements to help hold a small place in the U. S. market until reasonable protection can be obtained. This destroys jobs for highly skilled American workers, and while industry deplores this fact, it apparently has your approval. Of similar great importance it threatens the very exist-



DUDLEY S. INGRAHAM

ence of American horological skill, science, and know-how, so important in case of war, as will be pointed out later.

* * *

There are two important factors you have failed to take into consideration in your approval of the situation that this may mean death to an important segment of Connecticut industry.

First, in World War II our entire industry was given over lock, stock, and barrel to vital defense production that no other industry in the United States could possibly provide, and without which America would be in desperate straits, as any military expert will readily tell you. That means that being out of watch production, Switzerland, who was making war material for our enemy, was at the same time given our American market on a silver platter and we were forced entirely out of it. Incidentally, too, Switzerland was given all our export markets, none of which we have been able to regain.

When the war was over we went to the Tariff Commission to ask that we be made competitive with Switzerland so that we could regain our domestic market. This the President just denied us. One of the important reasons we have lost our share of our market is

that all during the war we were too busy supplying the Armed Forces with timing devices of every kind for use in fuses and many other defense requirements that are still "Classified Data."

Actually what has happened is this. From 1935 (when tariff rates were drastically reduced) through 1951, Swiss imports have increased from 1,200,000 to 11,576,000 units—a gain of approximately 1,000 per cent. In the same period, United States production of pin lever wrist watches, traditionally made mostly in Connecticut, dropped from 3,541,000 to 3,241,000. And what is far more to the point is the fact that the trend is still unfavorable.

Obviously, in a period of rapid economic expansion, of substantial population growth, and of peak employment, this comparison reveals without exaggeration a dying industry. There can be no question of that fact.

It would be fair for you now to ask whether the American horological industry is efficient. We admit we are not supported by a government sponsored cartel, which provides training schools for the industry and involves cooperative advertising, merchandising, and promotional efforts for its products, nor do we have government sponsored controlled sales prices. This in the United States would be called conspiracy in restraint of trade, but is perfectly legal and carried on by Switzerland.

We do know, however, that we are as efficient in technological methods as are the Swiss. But we pay more than three times as much for the 85 per cent labor factor in our watches as they do and it doesn't take very astute mathematics to figure why the American industry can't produce as cheaply as the Swiss with our high standards of living. But I maintain, too, that we should sustain and endeavor further to improve our standards of living.

Let's look at the problem from the consumer's standpoint. I would like to recall the historic methods used by

(Continued on page 55)



Advertising agencies looking for business are a lot like candidates for public office. ★ ★ ★ Like good voters, sound advertisers listen carefully to the self-praise and promises of future action . . . and then take a long hard look at the record before making up their minds. ★ ★ ★ Our record covers twenty-five years of steady growth, from a "one man shop" to an agency of the organization and caliber usually found only in metropolitan advertising centers. ★ ★ ★ We should like you to look at our record, as compiled in behalf of many leading Connecticut advertisers. Then, we hope, you'll want to wear our campaign button as a number of very important advertisers do.

CONNECTICUT'S OLDEST — CONNECTICUT'S LARGEST ADVERTISING AGENCY
HARTFORD — NEW YORK

Member of American Association of Advertising Agencies





Now a skilled watchmaker, John Savich operates his own jewelry and watch repair store at 50 S. Washington Street, Binghamton, New York.



He drives to work in his own car.



"Helping with the dishes" — just a part of normal living.

HE TURNED A TRAGEDY INTO A BETTER JOB

"Paralyzed from the waist down!"

That was bitter news for a husky young fellow like John Savich. A warehouse accident left him a helpless paraplegic. But he was determined not to remain helpless.

After many months in the hospital and a delicate operation, the Liberty Mutual Rehabilitation Service arranged for John's admittance to The Institute For the Crippled and Disabled in New York. Braces were fitted to his useless legs. With expert help he learned to walk on crutches, climb stairs, even to drive his own automobile.

Best of all, he learned a new career. After aptitude tests, he accepted Liberty Mutual's offer to

send him to Joseph Bulova School of Watchmaking. Now he's fully qualified in that highly skilled craft. He operates his own jewelry store and watch repair service and is again earning his own living.

Rehabilitation is part of Liberty Mutual's complete Humanics program,

which brings together all activities for preventing accidents and reducing disability and cost when accidents occur. It includes a wealth of specialized advice in Industrial Engineering and Hygiene, unsurpassed Claims Medical Service, and Rehabilitation — all directed toward reducing loss in every form, including the cost of Workmen's Compensation Insurance.

Would you like to know how Humanics has reduced costs and improved production in plants like yours? Just call or write for the booklet, "Humanics." Look in the Yellow Pages of your Telephone Directory for the nearest Liberty Mutual office, or write to 175 Berkeley Street, Boston 17.



We work to keep you safe

★ Better Compensation Insurance Protection at Lower Cost through HUMANICS ★



The Cover



NEWS FORUM

This department includes a digest of news and comment about Connecticut Industry of interest to management and others desiring to follow industrial news and trends.

LEON J. DUNN, assistant to the executive vice president of Veeder-Root, Incorporated, Hartford, manufacturers of counters and computing devices, was one of eight individuals in the field of employer-employee relations invited to make a four-week tour and study of West Germany.

Mr. Dunn spent last month in Germany at the invitation of the German Federal Government. He was one of a group of one hundred representatives of American public, scientific and cultural life invited to participate in the "information trip" as guests of the German Federal Government in order to give them an opportunity of observing conditions in Germany.

Mr. Dunn was national president of the Society for Advancement of Management for the 1951-52 term. Before assuming the presidency of S. A. M., he was National Executive vice president, chairman of the finance committee, chairman of the publications board, and a member of the chapter performance awards committee.

He joined Veeder-Root in 1942 as an industrial engineer. In 1949 he became assistant to the executive vice president as general coordinator of all operations. In 1950 he assumed responsibility for the personnel division, including labor relations.



LEON J. DUNN

A NEW CARBIDE TIPPED hard steel drill will be introduced at the Metal Show by the Nelco Tool Co., Inc., of Manchester. Designed to meet exacting standards of accuracy, durability and economy, the new drill features a solid carbide slug which is sandwich brazed to an alloy steel shank.

By a unique brazing process, Nelco bonds carbide to steel in a "V" notch to assure exceptional torque strength when drilling heat-treated steel. The

THIS MONTH'S cover photo is a view of shocks of corn in a field at Portland, Connecticut, taken in the late fall season by Joseph Scaylea. It is reminiscent of the full harvest for which our early settlers gave thanks in their first Thanksgiving ceremony.

torque of driving is not dependent upon the braze, but on the way the carbide is held by the shank.

★ ★ ★

THE APPOINTMENT of George C. Chatfield as advertising manager of The Seamless Rubber Company, New Haven, has been announced by J. Thomas Gibbons, vice president and general sales manager.

Mr. Chatfield was formerly with Olin Industries, Electrical Division, and the Berger Bros. Co., both of New Haven, as advertising production manager. Previous to that he was co-publisher of a newspaper and at one time was advertising manager of the Lehigh Valley Railroad.

Mr. Chatfield will replace Edwin P. Dawson, who has resigned to become affiliated with The Sporting News and the Sporting Goods Dealer in New York City.

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H. OTTO VOGT, founder of the Eclipse Glass Co., Thomaston, has announced his retirement from the business he started 25 years ago. Mr. Vogt will continue to serve the company in an advisory capacity.

After making his decision to retire, Mr. Vogt sold the business to American Optical Company of Southbridge, Massachusetts because it would continue a vigorous operation of the business, under strong management, in the interest of the employees, the community and the company's customers.

His retirement was deferred until those who were to succeed him in conducting the affairs of the company could become fully trained by him. Carl C. Silverberg has been appointed as production manager and Kenneth D. Keefe as sales manager, to succeed Mr. Vogt.

Under Mr. Vogt's leadership, Eclipse Glass Company, Inc. has made significant strides since its organization. Starting with a capital investment of \$300, sales in the first year totaled \$800. Sales doubled every year in the succeeding eight-year period. A pioneer in the manufacture of glass face plates for clocks, instruments and gauges, the company has achieved a fine reputation in its field.

★ ★ ★

RAYCROFT WALSH, vice chairman of United Aircraft Corporation, died recently at Westerly, Rhode Island, Memorial Hospital.

He had also been vice president and general manager of Hamilton Standard Division of the corporation during its period of growth and aeronautical development.

A native of Boston, Mr. Walsh studied engineering at Massachusetts Institute of Technology and Columbia University. In 1910 he was commissioned a second lieutenant in the Coast Artillery Corps of the Regular Army. He was later transferred to the Army Air Corps and in 1917 received the rating of airplane pilot. In 1926 he concluded his military career and joined the McGraw-Hill Publishing Company in New York, and later was associated with Cheney Brothers in Manchester. He joined the Hamilton Standard Propellers Corporation in Pittsburgh, Pennsylvania as vice president and director in 1930 and a year later was made president.

He became an official of the United Aircraft Manufacturing Corporation, since dissolved, in 1935, and in 1936 was named vice president and a direc-

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tor of United Aircraft Corporation, and became vice chairman in 1943.

He was an active supporter of community affairs.

He is survived by Mrs. Walsh, a son and two daughters.

★ ★ ★

JAMES J. O'SHEA, vice president and sales manager of the Alsop Engineering Corp. of Milldale, died recently after a short illness.

Mr. O'Shea was born in Ireland. He was a combat veteran of World War I, with service in the Field Artillery at Chateau Thierry, the Marne, St. Mihiel and Meuse-Argonne. He was discharged in 1919.

Mr. O'Shea was active in many church and civic groups, and was a past director of the American Electroplaters Society of Hartford.

He is survived by his wife, two sisters and a brother.

★ ★ ★

A PENSION PROGRAM for all 1,600 employees of Colt's Manufacturing Company, Hartford, went into effect recently. The plan is financed entirely by the company and the fund is trusted with the Hartford National Bank and Trust Company.

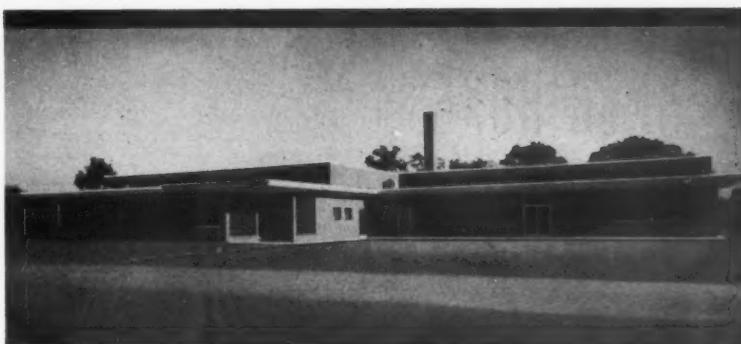
Under the program employees with 10 years or more of credited service can be retired between the ages of 65 and 68 years. Retirement at the latter age is automatic. Retirement on account of permanent and total disability calls for 15 years' service and attainment of age 50 years. Retirement at or after age 60 years will be arranged under conditions satisfactory to those concerned.

In addition to the employee plan the company offers retirement benefits for salaried employees to which those eligible will contribute to increase the amount of their retirement over the regular company benefit.

★ ★ ★

J. HOWARD SMART, executive vice president of Tuttle and Bailey, Inc., New Britain, has been elected president by the board of directors, according to an announcement by William H. Hart, Jr., chairman of the board.

Mr. Smart succeeds Leonard Zavorski, who has resigned. He is a native of New Britain and started his career with the company in 1923. He was made assistant sales manager in 1930, sales manager in 1934, vice president and secretary in 1941, and a director in 1950.



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THE POST of chief engineer at Underwood Corporation's Bridgeport Works has recently been filled by W. C. Jones, according to an announcement by C. A. Dundore, works manager. Mr. Jones, formerly chief product engineer for the company in Hartford, will be in charge of the engineering of the company's accounting and adding machines.

A graduate of Harvard University engineering school in 1934, Mr. Jones joined Underwood in a training program class the same year.

At the Hartford plant, W. J. Gove has been appointed chief product engineer. This appointment was announced by V. F. Schneble, works manager.

Mr. Gove has been with Underwood since 1935. He has worked in the computing machine and electric typewriter departments, tool designing, planning department, and plant layout and in the standards engineering department.

★ ★ ★

JOHN J. DALY, retail sales manager for The Connecticut Light and Power Company, Berlin, died recently in St. Mary's Hospital, Waterbury.

During World War I Mr. Daly served in the Navy. In 1925 he began his association with the utility company as commercial manager in Waterbury, where he remained until 1930. He returned to CL&P during 1935 in the capacity of commercial manager at Norwalk.

He joined the Air Force in 1942 and held the rank of major. After 44 months of service he returned to the company in 1945 as sales promotion manager in Waterbury. He was appointed retail sales manager in 1946.

Active in both industry and community affairs, Mr. Daly was a past sales director of the New England Gas Association, a member of the Dealer Coordinating Committee of the Edison Electric Institute, and a member of the American Gas Association.

Surviving are his wife, Mrs. Anna Daly; his son, Major Edward J. Daly, who is serving with the Air Force; and a sister.

★ ★ ★

THE ACQUISITION of American Sintered Alloys, Inc., of Bethel by Yale & Towne Manufacturing Company, has just been announced by Gilbert W. Chapman, President.

The Bethel plant will be operated as one of the manufacturing divisions of Yale and Towne, with Charles W. Abercrombie continuing as plant manager.

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THE DEVELOPMENT of the "Repetitive Impact" adapter magazine has been announced by Connecticut Telephone and Electric Corporation, Meriden. The new unit permits the use of the company's new continuous tape cartridge on any make recorder or playback.

By means of a patented helical or "Möbius" twist, the 100 foot double-coated tape will record and play back both sides without interruption, thus giving 200 feet of continuous recording track, sufficient for messages up to five minutes in length. It will repeat this message continuously, as many times as desired.

Connecticut continuous tape cartridges are now widely used for sales messages at point of sale, according to the company, personal communications from management to sales conferences, pre-packaged shorthand dictation, foreign language lessons, and many other applications where continuous five minutes tapes are advantageous.

★ ★ ★

WALTER L. SMITH, formerly works manager for the Chase Metal Works, has been elected vice president in charge of operations and director of Chase Brass & Copper Co., Inc., according to an announcement by Richard C. Diehl, president.

Mr. Smith joined Chase in 1915 and was made superintendent of the Chase Tube Mill in 1928. In 1930 he was transferred to the Chase Cleveland Mills as mill superintendent. He was made plant manager in 1936, and has served as works manager for the Chase Metal Works at Waterbury since 1946.



THE ADAPTER CASE (left in photo) is easily attached or removed and required no changes or adjustments in present equipment. The continuous tape cartridge (at right) is a completely new development in tape recording.

NEW DEPARTURE DIVISION of General Motors Corporation, has announced a reorganization of its engineering department for the purpose of broadening activities associated with the research, engineering, development and application of instrument ball bearings.

The announcement, made by the division's general manager, R. E. Waldo, stated that revision of the engineering department provides for a section, the personnel of which will be

engaged entirely in the instrument bearing phase of the firm's business.

Kenneth D. Mackenzie has been named to head up the operations of the new section. His title is assistant chief engineer. He was formerly assistant plant manager of the division's operations at Meriden.

A graduate of Rensselaer Polytechnic Institute with a degree in mechanical engineering, Mr. Mackenzie pursued additional studies during the next two years at Penn State College. He



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joined New Departure in 1950, and prior to his Meriden assignment served in the position of assistant to the general manufacturing manager and executive assistant to the manager of the division's western plant in Sandusky, Ohio.

★ ★ ★

AT THE NATIONAL METAL SHOW, held at Convention Hall, Philadelphia, last month, the American Brass Company featured braze welding and inert-gas-shielded arc welding demonstrations, conducted by Joseph Imperati and R. F. Pulver, company welding engineers.

The company exhibited a wide variety of products: sheet, wire, rod and tube in copper and copper alloys including Everdur Metal, nickel silver and phosphor bronze. Samples of "Formbrite," the company's new fine-grain brass which reduces finishing operations, was also shown.

★ ★ ★

A DIVIDEND of \$68,000 was distributed to the employees of Wilcox, Crittenden & Co., Inc., of Middletown recently. The announcement concerning this payment was made by Phelps Ingersoll, president of the marine and industrial hardware organization.

The dividend is in accordance with an established policy of the company of declaring a dividend for all employees at the close of the company's business year providing sales volume and a reduction in waste, spoilage or inefficiency make such action possible.

The company has shared its annual profits with the employees since 1928, with the exception of the 1930 depression years when the concern did not report a profit. Wilcox-Crittenden also provides for employees a monthly production bonus plan and paid vacations, and shares with its employees the cost of surgical-hospital insurance and life insurance. An employee mutual benefit plan, which offers additional financial aid to its members in time of illness is managed solely by the employees, while the company's Retirement Pension Plan is financed in its entirety by the company.

★ ★ ★

A NEW MEMBER of the staff of Doman Helicopters, Inc., Danbury, is Ross N. Stevens of Bethel, who has been appointed project engineer in charge of CAA Certifications. A gradu-

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ate of the University of Michigan, Mr. Stevens became a test engineer at Wright Aeronautical Corporation. He joined the Navy in 1944 and was stationed at the Philadelphia Aircraft Engine Laboratory where he worked on the Wright 3350 engine and some of the first J-12 General Electric jet engines. He later joined Continental, Inc. of Danbury, and as a project engineer helped in the development of the "Airphibian" roadable airplane.

John K. Joyner, previously associated with the Kaiser Frazier Company, has also joined Doman as production manager.

Prior to this affiliation with Kaiser, Mr. Joyner was acting general manager at Mallard Industries, where C-47 planes were converted for executive use. Later he served for five years with Sikorsky Aircraft in Bridgeport as schedule supervisor.

★ ★ ★

THE SCHEDULE of technical sessions of the Hartford Chapter, National Association of Cost Accountants for the 1952-53 Chapter years has recently been released. All sessions will be held at the Indian Hill Country

Club, Newington, at 7:45 P. M. A dinner preceding the business session is scheduled each night at 6:30 P. M. Guest privileges are extended to business men, professional men, accounting students, and any interested persons.

On November 18, C. Oliver Wellington, Senior Partner, Scovell, Wellington and Company, New York, will speak on "Standard Costs." "Special Tax Problems" will be the subject of the December 16 meeting, featuring Herman Stuetzer, Jr., Boston.

The 1953 meetings will be as follows: January 20—"Organizing a Cost Reduction Program"—Frank L. Mettler, division controller, General Aniline Works, New York; February 17—"New Techniques in Reporting to Management"—Ernest A. Carlson, Controller, Johnson & Johnson, New Brunswick, New Jersey; March 17—"Cost Accounting and City Management"—Carlton F. Sharpe, City Manager, Hartford; April 21—"Factory Accounting—A Tool of Management"—William J. Jacquette, Assistant Manager, Special Service Department, Ernst & Ernst, New York. On May 19 the Chapter will observe Past Presidents Night.



AIRVIEW of the ramjet laboratory in which work will be carried on for Pratt & Whitney Aircraft. The laboratory, a joint project of the United States Navy and United Aircraft Corporation for the last two years, is located in East Hartford, at the edge of Rentschler Airport.

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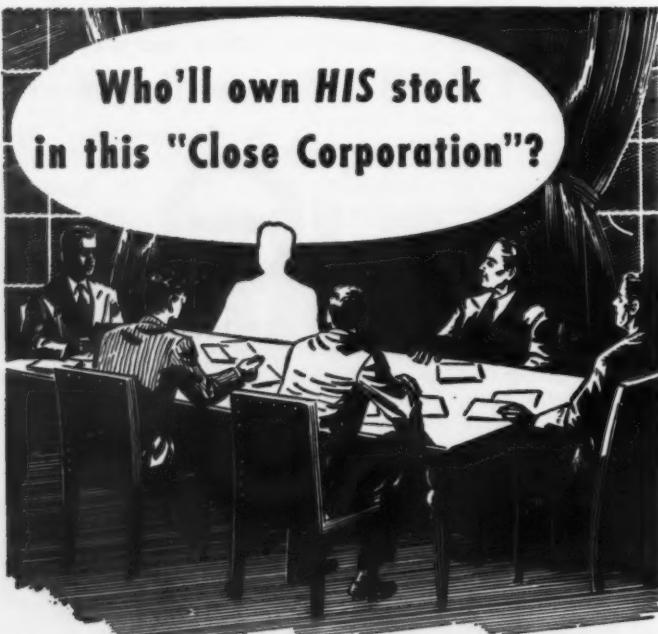
A NEW FOLDER on Swift Polytherm Blended Liquid Carburizing Salts has recently been made available by The Swift Industrial Chemical Company, Canton. The folder explains the advantages of Swift Polytherm Blending, as well as the simplified quenching and adaptability of standard liquid baths.

Polytherm Blending is described as an exclusive Swift development of balancing chemical components to guar-

antee uniformity of metal treating. According to the manufacturers, Swift's several compounds permit control of the consistency of performance in baths, time needed in bath, precise case depth required, and eliminates the necessity of allowing the compound to limit piece production.

★ ★ ★

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prominently featured at the third annual Connecticut Conservation Conference scheduled for December 3 at the Hotel Bond in Hartford. Slated to be opened by the Governor at 10 A. M., the all-day session will this year be devoted primarily to forest conservation.

"Connecticut Industry's Stake in the Forests" will be a major part of the three-pronged panel discussion planned for the morning meeting. A third of the afternoon session will also be devoted to "A Connecticut Industrialist's Interest in Natural Resources." The conference will break up into four separate luncheon meetings devoted to specific subjects: conservation education; forestry products; soil conservation; and sportsmen.

The conference is sponsored annually by the Natural Resources Council of Connecticut which was organized in May 1950 to develop greater citizen interest in conservation of our four principal natural resources: water, forest, soils and wild life.

The organization, actually a federation of more than forty private agencies and State departments, is widely-supported by leading associations of manufacturers, including the Manufacturers' Association of Connecticut, Inc., as well as other businessmen and specialized conservation groups.

Individuals interested in conservation may attend the sessions by paying the registration fee of \$1.00. Tickets may also be purchased separately for any one of the luncheons and for the annual banquet in the evening.

★ ★ ★

A JOINT ANNOUNCEMENT by the Reverend William E. Fitzgerald, Provincial of the Society of Jesus, and Sherman R. Knapp, president of The Connecticut Light and Power Company, has revealed that negotiations are nearly completed for the purchase by the utility of Manresa Island, Norwalk, as a steam power plant site.

The Jesuit Order has held retreats on Manresa Island for many years. The island has been considered an ideal power plant location for many years, and when the need for additional electric power in the area became apparent, the site was CL&P's first choice.

It is estimated that the new plant will cost about \$15,000,000, which will provide a major increase in tax revenues to the city of Norwalk. The most modern equipment available will be installed in the power plant for the elimination of dust particles from plant

stacks. The company has also stated that no water pollution would result from the establishment of the plant on the island.

★ ★ ★

THE HENDEY MACHINE COMPANY, Torrington, has recently been sold to Carlings Red Cap Distributors of New York, a holding company, it has been announced by David Ayr, president.

Mr. Ayr stated that the transaction will be beneficial to shareholders, the employees and the community. The new management will continue the production of the well established Hendey Machine tool lines widely used in industry since 1874.

Presently Hendey employs 600 persons. According to the announcement, there will be no changes in administrative and production personnel.

★ ★ ★

PLANS FOR THE FIRST Connecticut lodge of the American Federation of Physically Handicapped were discussed at a meeting of physically handicapped workers of Gray Manufacturing Company recently.

Because of good results in helping physically handicapped workers at the Hartford manufacturing concern, it was decided to form a lodge here that would be of assistance to physically handicapped throughout the state in finding gainful employment.

Paul Strachan, president and founder of the AFPH, Washington, D. C., spoke on problems of finding employment for the handicapped. Walter Dittmars, president of Gray Manufacturing Company, also addressed the meeting.

★ ★ ★

SENATOR WILLIAM A. PURTELL has resigned as president and director of the Holo-Krome Screw Co. of Elmwood, a company he helped found in 1929.

In addition, Senator Purtell has resigned as a director of Colt's Manufacturing Company and Veeder-Root, Inc. His resignations from the three manufacturing concerns came soon after his appointment as senator to fill the interim unexpired term of the late Senator Brien McMahon.

★ ★ ★

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This machine works *smooth* as *silk*! Easy to learn, too. The

10 numeral keys are arranged under the finger tips of one hand. No need to look from copy to keys . . . and back to copy. No disturbing, tiring headswing. And keys are formed to fit finger tips for increased keyboard accuracy.

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company's expanding jet engine program was announced recently by William P. Gwinn, general manager.

Under the plan a newly established position of assistant engineering manager is filled by the promotion of Arthur E. Smith, chief engineer. He became assistant to Wright A. Parkins, engineering manager.

Succeeding Mr. Smith as chief engineer is Perry W. Pratt, formerly assistant chief engineer at Pratt & Whitney. Other organization changes were also announced by Mr. Gwinn as part of the division's need to facilitate the handling of increased responsibilities within the engineering department on the new ramjet engine program and the atomic energy powerplant project, as well as further development of Pratt & Whitney Aircraft's axial and centrifugal jet engines, turboprops and piston types.

★ ★ ★



EDWARD A. KIESSLING

THE MARLIN FIREARMS COMPANY, New Haven, manufacturers of rifles and shotguns, has appointed Edward A. Kiessling as plant manager, according to a recent announcement by the company's board of directors.

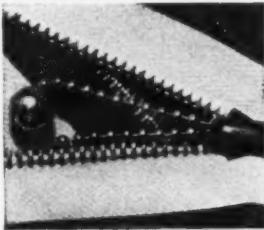
For the past two years, Mr. Kiessling was assistant chief production engineer at Springfield Armory, Springfield, Mass., with the responsibility of production engineering activity on the M1 rifle and the M2 carbine.

A native of Brooklyn, New York, Mr. Kiessling is a graduate of Stevens Institute of Technology. For the past eighteen years he has been associated in an executive capacity with engineering production in the aircraft and automotive industry.

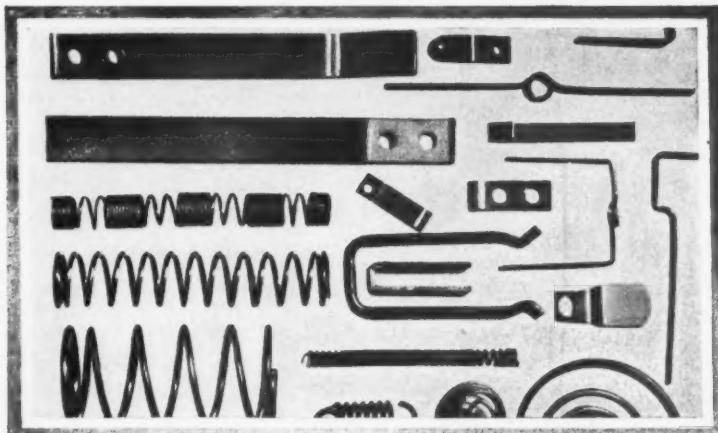
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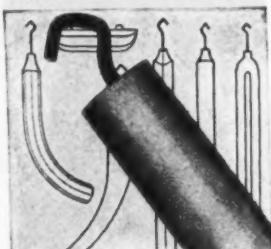
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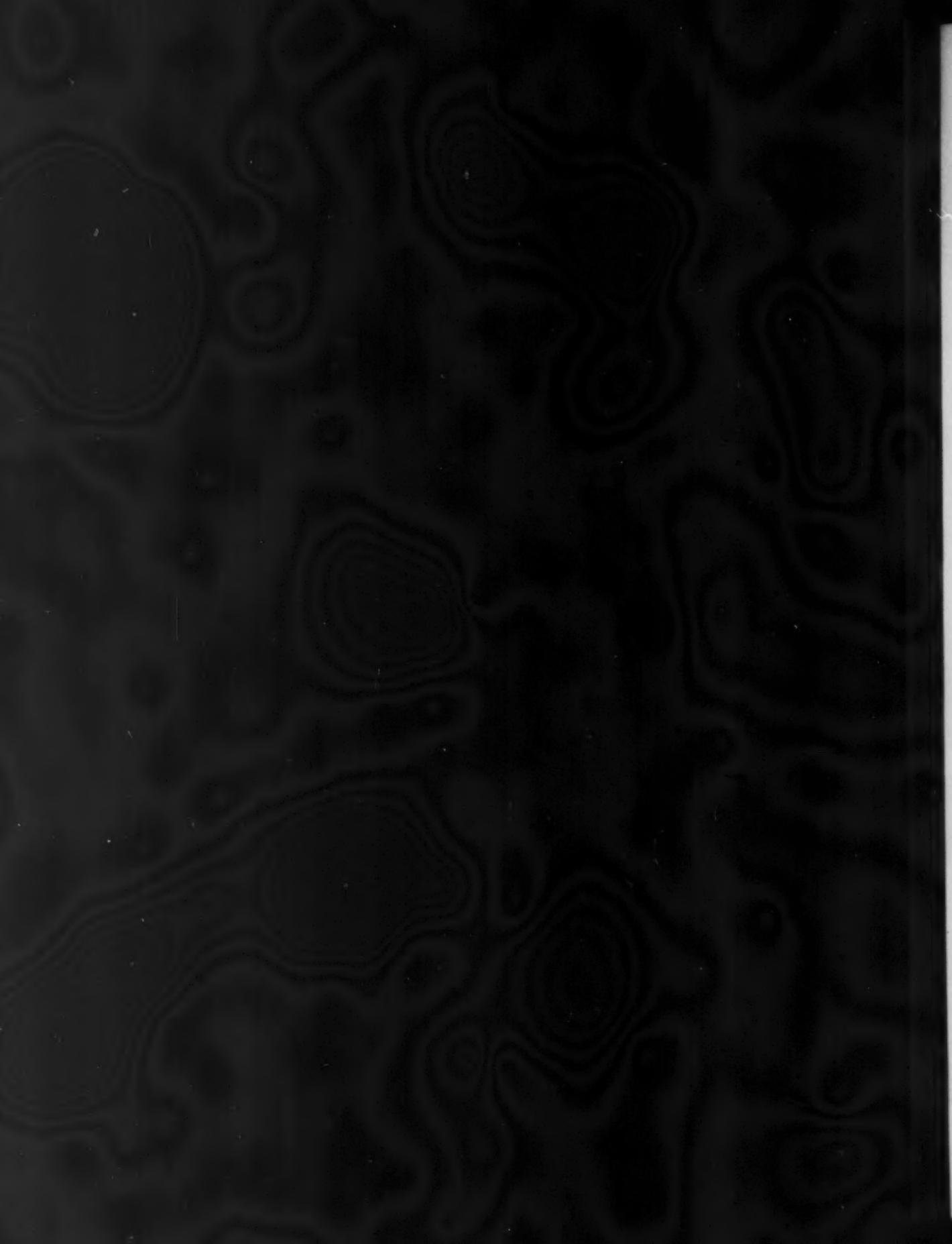
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Industry's Challenge for 1953

(Continued from page 16)

portance of the Association's nonpartisan program to get out the vote, I must admit to you that personally I do not believe that there is necessarily anything unclean about partisan politics and I am a firm believer in our two-party system.

I subscribe fully to the general complaint of businessmen that they have been pilloried and made the whipping boy for government during the past twenty-five years.

I should enjoy elaborating on this subject if time permitted, but we will never obtain relief by sitting back and griping. We need a new concept of public service, a new attitude toward public affairs at every level that will cause management people to interest themselves and actively take part in matters of government. This should begin at the precinct or ward level and by serving as members of school or park boards or city councils.

I believe we likewise have an obligation occasionally to accept appointment to a federal post in Washington. If this were done, the knowledge and experience gained would pay dividends to our companies after we return to the job. The alternative is to allow the professional office holders to run the government.

Doesn't it seem reasonable that business managers, who have devoted their lives to the prudent handling of other peoples' money, could as a result of their background of experience and proven judgment, be of some assistance to their government in the spending of billions of dollars? Shouldn't business organizations seek an opportunity to review and make recommendations concerning programs that originate in Washington and that contemplate enormous expenditures of money, a great portion of which is taken from business in the form of taxes? Or should we allow theorists, who have never had the obligation of meeting a payroll, to act for us because of our inertia?

One thing is certain—our counterpart in the labor movement has not been backward about asserting itself in the councils of government. Today the representatives of big labor have infiltrated every agency of government in which they have the remotest in-

terest. Their influence is manifested in every economic problem.

We as business managers have the responsibility of assuming the sacred trusteeship for American liberty. We did not create liberty and we cannot claim the principles and institutions that gave it meaning as our own. They were our sacred inheritance which we dare not sell, impair or give away without inviting the bitter judgment of history. We owe a debt to those who first made economic liberty available to us and to those who have defended that precious birthright which has permitted us to fill our land with vital creative forces. We owe future generations an equal chance to enjoy the rich fruits of that economic liberty without which our other liberties will wither on the vine.

To repay this debt for our inheritance, to do justice by ourselves and to keep faith with the future, let us here and now resolve to hold ourselves strictly accountable to carry out the following program:

First, let us be certain that we are properly registered to vote this fall and that we let no business commitment stop us from voting for the candidate or the party we believe, after informing ourselves of the political issues, is most likely to make progress on a proper solution of the issues confronting us.

Second, let us become active in government or, if that is impossible, encourage other sound-thinking employees, neighbors and friends to become active—even run for local or state office, if it is not too late to be nominated in our local party caucuses.

Third, let us urge our neighbors, friends and business associates to acquaint themselves with the all-important issues. How the candidates and parties stand on those issues, and then be certain to register, and vote on election day.

Fourth, let us rededicate ourselves to a strict moral code and seek the guidance of the Almighty to dictate our actions. Let us re-invigorate our faith to the realization that the "secret weapon" which will save American liberty is faith in God and hard, honest work.

And finally, let us stop trusting the future to those who have betrayed us in the past. As we enter the polling booth next November, let us remember the words of Washington, uttered at Valley Forge, "Let only Americans stand guard tonight."

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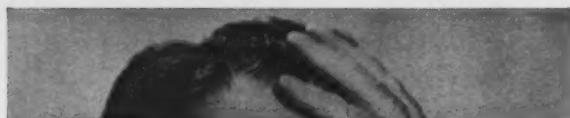
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INDUSTRIAL Relations — Law

By FREDRICK H. WATERHOUSE
Counsel

THE State Board of Mediation and Arbitration through a panel headed by its vice chairman has recently announced that a union has a responsibility to take positive action in urging the employees to comply with the provisions of a contract. The question arose when the employees of a company refused to work overtime during two weeks although they had been working overtime for an indefinite period prior to this time and continued to work overtime since the period in question. No disciplinary action was taken by the company, but it asked for an interpretation and a ruling as to whether the action taken by the employees was in violation of a No Strike Clause in the contract.

The panel of the Board decided that "The very fact that all employees refused to comply with this notice (scheduling overtime hours during the

weeks in question) is a conclusive indicator that their refusal was concerted action, especially in the light of the willingness of all employees to work overtime during the immediately preceding weeks. It would be stretching the credulity of any reasonable and disinterested observer to suggest that the decision of all employees to refuse to work overtime until the new contract had been signed was reached individually and spontaneously."

The panel refused to adopt the union contention that since it was not established that any official of the union had urged the action nor that the course of action was determined at any meeting of the union, it must necessarily follow that the action was not organized or instigated by the union and that the union must then be relieved of any responsibility for it.

In rejecting this contention the panel made the following statement: "The Board recognizes that there was no evidence to establish the Union as the instigator of the employees' refusal to work overtime, but at the same time, the Board is of the opinion that if there was a violation of the contract by any group of bargaining unit employees, the Union, as the representative of those employees and as a signatory to that contract, had a responsibility to take positive action in urging the employees to comply with the provisions of the contract. It is not enough for the Union to clear itself of any blame for actually organizing or instigating a contract violation, since its responsibility is of a positive rather than a negative nature under such circumstances. The courts have firmly established this responsibility on the part of a union."

With rights come responsibilities and it is a sign of maturing when those who demand rights are as willing to accept corresponding responsibilities.

A rather interesting case concerning deducting from an employee's wages for insurance under a union contract arose in Oregon recently. The company and the union involved entered into a contract providing for a wage increase of 7½ cents per hour but went on to provide that "Each employee covered by this Agreement authorizes and directs employer to deduct from his earnings each month the sum of not more than 7½ cents per hour

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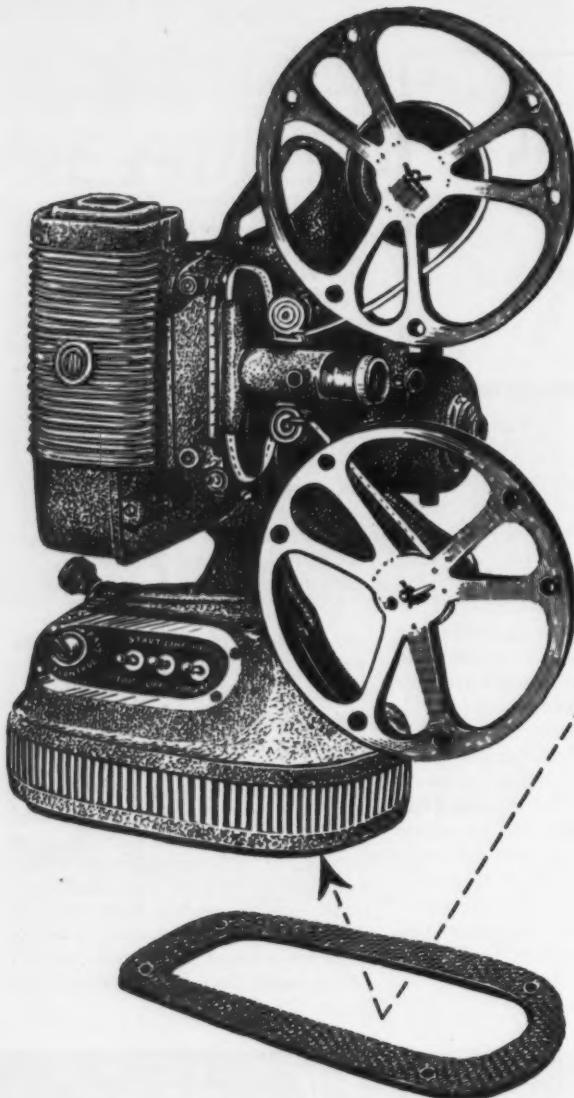
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worked by him and pay said sum to such insurance carrier or carriers as the union or its authorized representative may direct for employee social benefits." There were other provisions about determining the other details of the deduction but they are not particularly pertinent to our discussion.

Some of the employees objected and insisted that the employer pay the 7½ cents increase directly to them. Being uncertain and in a dilemma as to just what its responsibilities were, the company asked the court to tell it whether it should pay the money directly to the employees or carry out the provisions of the contract and pay it to the insurance company designated by the union.

The court came to the conclusion that the union and company did not have a right to make such an agreement and said, "I am of the opinion that neither the Federal nor the State law authorizes the bargaining agent to bind the employees to pay part of their wages, as this 7½ cents per hour was, for insurance benefits, without their consent or express authorization. No matter how laudable the cause and how valuable the protection provided, it would certainly be an opening wedge for eventual dangerous control by the bargaining agent over the expenditures of the individual employee's wages. It provides and requires payment by the employee of an insurance policy, whether said employee desires such coverage, even though he might already have equal or better coverage. He is left no discretion at all in that regard.

"The individual employee defendants in this case not only did not consent, but actually protested, and by written order demanded that the plaintiff pay the increase in wages to them, and not as directed by Local Union No. 7-116. They are entitled to be paid that increase in wages, less of course, the lawful deductions for withholding tax, etc.

"The other employees who did not protest, and who received and accepted the benefits of the insurance policy, cannot now complain as to those deductions from their wages."

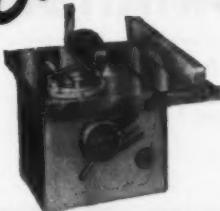
It should be noted that this particular case involved a specific cents per hour wage increase and then provided for a deduction of this amount for certain purposes. It should not be confused with those situations in which the employer agrees to pay for and provide insurance or other benefits directly.

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Increased Motor Truck Rates in New England

ANOTHER increase in motor truck rates in New England is scheduled to become effective November 8, 1952. Class and commodity rates applicable between points in New England on the one hand and points in New York and New Jersey on the other hand will be increased by 4, 3, or 2 cents per one hundred pounds depending on the weight of the shipment with the lower weights being subject to the higher increase. Minimum charges will be increased 15 cents. This increase was found to be necessary by the carriers to offset the recent wage increase which was granted to the unions in the New York and New Jersey area. It eliminates the surcharge which became effective May 8, 1952, to offset the cost of the New York State Highway Use Tax.

At the same time class and com-

modity rates applicable between points in Connecticut, Massachusetts and Rhode Island on the one hand and points in Connecticut, Massachusetts, Rhode Island, New York as well as certain points in Northern New England on the other hand will be increased by 4 percent.

Cancellation of LCL Exceptions Ratings

The Southwestern and Western Trunk Line railroads are jointly considering a proposal to cancel less carload, any quantity and classification exceptions ratings on traffic to, from and between points in the southwest. Existing less carload exceptions ratings in the southwestern tariffs do not alternate with ratings in the Uniform Freight Classification and as a result many products are subject to rates

which are considerably higher than the present class rates. In some instances products shipped from Illinois to points in Texas when moving under exceptions ratings take higher rates than when the same products are shipped from Connecticut and other eastern states to the same points in Texas moving under the class rates which became effective May 30, 1952.

This situation places certain Connecticut industries in a very advantageous position over their competitors located in the mid-west who are subject to the higher level of rates. However, there can be no sound justification for charging less for a shipment which moves from Connecticut to Texas than for a like shipment which moves from Illinois to Texas. The current proposal is designed to restore somewhat the rate relationship which existed prior to May 30, 1952. The many Connecticut industries who warehouse their merchandise in Chicago, St. Louis and other cities in that area and whose products are now subject to less carload exceptions ratings in the southwestern territory will benefit through lower distribution costs if these exceptions ratings are canceled.

Eastern Central Motor Rate Increase Suspended

The Interstate Commerce Commission has suspended until April 19, 1953, supplements to tariffs of the Eastern Central Motor Carriers Association and others proposing a general increase of approximately 5½ percent in class rates applying between points in New England and Trunk Line Territories on the one hand and points in Central Territory on the other hand. The suspended proposal also included an arbitrary, ranging from 20 to 30 cents per one hundred pounds, to be added to class rates on less than truckload or any quantity shipments of less than 2,000 pounds. No date has as yet been set for a hearing.

Proposed Cancellation of Free Pickup and Delivery—Eastern Railroads

Many shippers have testified at the hearings held the early part of September and all were in opposition to the proposal of the eastern railroads which would cancel free pickup and delivery service. Under the carriers' proposal pickup and delivery service will be performed upon request, however, the shipper and/or consignee will be assessed a charge per one hundred

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pounds which varies according to the station at which the service is performed. The amount of less carload tonnage handled by the railroads has declined steadily over the past years and there is serious doubt in the minds of most shippers that the present proposal is the correct answer to the so-called small shipments problem.

The Interstate Commerce Commission has repeatedly held that it is the carriers' prerogative to perform free pickup and delivery service or not to perform this service as they see fit and therefore unless the railroads' proposal violates some provision of the Interstate Commerce Act it appears doubtful that the Commission will order the suspended supplements canceled.

The final hearing is scheduled to be held in Washington on October 14. It is expected that briefs will be due in November.

Transcontinental Class Rates

The Transcontinental Freight Bureau Rate Committee is considering a proposal which will provide uniform class rates that will conform substantially with the class rate scale prescribed by the Commission in Docket 28300 for

application east of the Rocky Mountains. The proposed class rates are considerably lower than the present class rates and would be subject to Uniform Freight Classification Number 1.

A Production Team Reports

(Continued from page 23)

process controls are well planned; inspection of work-in-process incorporates all technical facilities; and the quality of Belgian products is excellent.

From the fact that a management Team had been requested by the Belgian government and management associations we were pretty sure that those who attended the conferences would at least listen to American ideas and principles.

Of the next step beyond listening, their major monthly trade magazine said later, "Apparently the Americans did not bring with them magical recipes which would enable all our problems to be solved. No, in all simplicity they came and described what was

being done in their country, without bragging, and with the definite wish not to arouse our sensitivities. They answered conscientiously all our questions. They patiently listened to all our complaints. They said nothing sensational, but outlined during the whole length of the four weeks a conception of things which differed widely from ours, and forced us to think. They were not too strict, and they recognized the existence of the excellent industrial equipment of our plants, the working spirit of our activities, the business sense which characterizes us. But beyond the lessons they gave us, further knowledge can still be found. Our industrialists, meeting thus on this occasion, realized what advantages could be found in periodic exchange of views of this type. After the seminars, they realized that they were far from having exhausted all the possible value they could find in such exchanges of view, and actually wanted to prolong them."

Thus, we of the Team feel we may have accomplished some small part of the basic mission given us by M.S.A., namely to "help them to help themselves."

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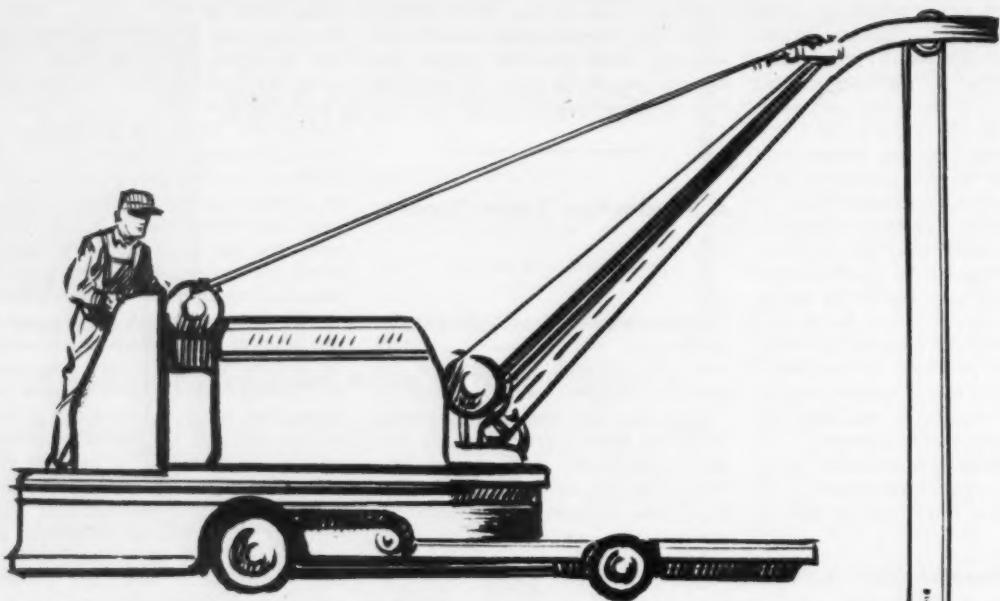
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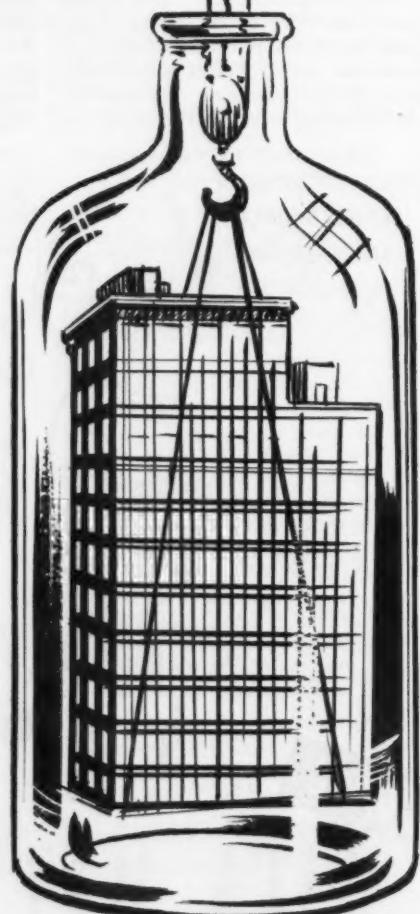
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ACCOUNTING HINTS

Contributed by the Hartford Chapter National Association of Cost Accountants to stimulate the use of better accounting techniques in industry.

What Is Cost?

By GEORGE F. FARRELL, C.P.A.

FOR MANY years, cost-determination has been growing more important to accountants, and to business. Methods of cost-accounting used in many companies have become extremely complex, so that only the accountant who installed the system seems to know what it may be all about. Frequently, it may appear that the sole purpose of cost accounting is accumulation of historical records. As a result the management of the business has come to regard an accountant generally, and the cost accountant in particular, as a devotee of a mystical god (Cost Records) and as a dweller in an ivory tower atop some legendary mountain.

In the early days of industrial accounting, all costs and expenses of production were charged, without regard to their nature, to an account called "Manufacturing." As the business grew larger, and as work in progress more diverse, some segregation of expenses became desirable. A large increase in volume of business often seemed to result in reduced profit-ratios; analysis of cost was made difficult because of the inadequacy of the simple records of operations. Thus was born, of necessity, the Specific-Order method, direct ancestor of all modern cost accounting. Under such a plan, material bought or drawn from stock for a particular job or lot, and labor applied directly to the work, are charged to individual Job-Order sheets. Indirect expenses are allocated on some proportional basis.

This method, sometimes called Production-Order, or Job-Order, is still in wide use. However, during recent

years, a new concept of cost accounting (by use of standards) has won many converts. In principle, individual postings for material and labor by job are eliminated. Meetings of the National Association of Cost Accountants frequently produce heated arguments between advocates of these methods.

If all that is required, or desirable, is the historical data of the cost of a lot of work, job-order costs obviously may be adequate. The information may be posted simply, in the order of incidence of expense, or distributed in detail of the utmost refinement.

Some of the important advantages claimed for production-order accounting are: the possibility of identifying the workman responsible for making certain operations or complete units, availability of data as to kinds and quantities of material actually consumed on each job or lot, period of manufacture for a job or lot (from starting date to finishing date), actual working-time on the work, an "actual" cost of material and labor per unit completed.

Since there are many manufacturing expenses not directly chargeable to a specific job, an arbitrary allocation of these expenses is indicated. If an item like property tax or fire insurance, applicable to any period longer than the current month, is to be recorded, the entire amount may be distributed to job-orders processed in that month. Earlier and subsequent months' job-orders then will have insufficient overhead applied. Comparisons of unit costs which include overhead, and fail to give proper weight to this fact, obvi-

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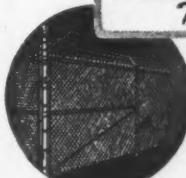
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ously are seriously misleading. Fluctuations in labor rates and material prices may also cause comparable confusion.

Economical production frequently requires use of very large lots. The necessity for keeping a job-order open until its completion, then might mean that cost information were dangerously delayed, and/or incomplete during the interim. This would be particularly true when one or a few products are made more or less continuously. Some kind of "standard-cost" system usually can be expected to solve this difficulty.

Under a standard-cost plan, estimates are made of the quantities and kinds of material entering the finished unit, and of the labor-time required for each operation. A standard unit of material cost is developed, using presently known or anticipated material prices. A standard unit of labor cost for each operation is determined, based on wage rates established by union contract or otherwise, for the types of operative needed. An estimate of a year's overhead expenses is made, based on budgeted future operations, or after review of previous years' results. This amount, divided by estimated production, will provide a standard unit of applied overhead.

Standards for material, labor, and overhead, once established, may be adjusted, periodically, as changing conditions indicate. In larger companies, where hundreds, and even thousands, of individual standards are required, seldom make a complete revision at one time, however, because of the volume of clerical work involved. Instead, a program of continuous review and adjustment is used.

The actual cost incurred for either material, labor, or overhead, generally differs somewhat from the total posted to standard-cost records in any month. The variances which result are set up

in the financial accounting in special accounts, usually to be written off in some manner to Cost of Sales.

A weighty advantage claimed for standard-cost accounting is saving work. Tedious postings to individual production orders are eliminated. Also, cost comparisons are reduced to a common denominator, in that a standard price is used for each component of cost, by model, part, and operation. Then only variations from standard need be studied. Frequently, analysis of variances can be of inestimable value to savings-conscious executives.

What is Cost?

Advocates of specific-order accounting say it is the material, labor and overhead posted to an order-sheet. Since the overhead frequently may be either overstated, or understated, can this be cost?

Proponents of standard-cost accounting point to the arbitrary allocation of overhead in specific-order "costs" as use of a kind of standard. Their own methods, they claim, go all the way in stating standards in lieu of actual costs for all three factors, enabling management to exercise closer control of changes in conditions. There can, and may, be wide fluctuations in material purchase prices and labor rates as incurred; actual production for the year may greatly exceed, or fall short of, the estimate on which the standard for applied overhead was established; the forecast of total overhead expenses for the year may have been substantially above or below realized expense. In view of these obvious possibilities of error, can this method show cost?

What is Cost?

Webster's Collegiate Dictionary defines it as, "The amount or equivalent paid, given or charged, or engaged to be paid or given for anything . . ."



BUSINESS TIPS

from

School of Business Administration
University of Connecticut

Purchase Analysis — A Key to Bigger Profits

By TAMLIN K. LINDSAY, Assistant Professor of Marketing

PURCHASE analysis provides management with an effective method of successfully meeting the challenge of earning greater profits in today's markets of intensified material shortages and widening defense effort. It is almost axiomatic that a manufacturer's purchasing department will usually spend at least 50% of the sales dollar for materials, supplies, and components. This comparatively huge portion of company expenditures generally offers a most fertile field for the application of purchase analysis to unearth dramatic and, in some instances, astounding cost reductions.

What is Purchase Analysis?

There is really nothing new about purchase analysis. Some manufacturers call it value analysis buying, purchasing for profit, purchasing research, creative buying, or purchase engineering. Regardless of the semantics, these terms all add up to one question: Can the purchasing department do a better job in attaining its objectives of buying materials of the right quality, in the right quantity, from the right vendor, at the right time, and at the right price? Stated another way, does the procurement department perform its function by the use of imaginative, original and critical thinking to discover improvements? Purchase analysis is the application of common sense in buying, supplemented by technical and marketing research techniques. This type of analysis stresses the need of planned, deliberate, continuous, and active search for cost reductions. The goal of purchase analysis is in every case maximum value or lowest ultimate cost.

What is the Scope of Purchase Analysis?

Among the more important activities of a typical purchase analysis program are the following:

1. Product analysis which may lead to changes in specifications (assuming engineering approval), manufacturing methods and purchase practices to reduce material, labor, overhead, administrative, and marketing costs.
2. Financial analysis of a supplier's operations to find an equitable basis for the allocation of costs to a given product thereby furnishing objective evidence for negotiations to secure reductions in unwarranted prices.
3. Economic studies of basic raw material markets and business trends

which affect procurement policies and the correct timing of purchases.

4. Comparative cost studies of competitive products by analyzing a vendor's prices in terms of price histories of the product's component materials to obtain maximum value from purchases.
5. Analysis of packaging methods to achieve economies in this phase of purchasing costs.
6. Transportation cost analysis to determine the most economic vendor locations.
7. Studies in quantity analysis to ascertain the most economic amount to buy so as to achieve an optimum-sized inventory together with its attendant savings.
8. Studies designed to locate alternative sources of supply and materials to secure protection against emergencies and to keep abreast with the latest developments in materials and substitutes.

In appraising a purchasing transaction or requisition, purchase analysis seeks answers to such representative questions as:

Why do we buy this particular product?

Where is it used?

Can a standard product be substituted?

Is there a more economical product for the intended use?

How is the item purchased and from whom?

What is the supplier's basis for pricing?

What is the best price in terms of maximum value?

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Are other firms buying it at a lower price?

Can we buy it for less?

What is a fair price for this product?

Can we help the vendor to produce it more economically?

What is our most economic purchase quantity?

Can we reduce packaging and transportation costs?

Requisites of a Purchase Analysis Program

The essentials of a successful program of purchase analysis generally include:

1. The selection and training of competent purchasing personnel who are capable of critical thinking and who will view every purchase requisition as a challenge to achieve a saving.
2. Since many manufacturers buy a myriad of items, it is often necessary to differentiate between what is significant and what is not so as

to find a starting place for the application of purchase analysis techniques. Some companies have effectively inaugurated the use of purchase analysis by first applying it to all repetitive purchases and later have used it for the more significant one-time and occasional purchases.

3. A purchase analysis form should be designed which, roughly speaking, embodies a list of fact-finding considerations similar to the list of questions shown above. The value of such a form is perhaps increased if it is prepared so as to represent the pooled opinions of purchasing, engineering, production, accounting, and other pertinent departments. This form is used to scrutinize purchases and the data collected from the form become excellent bases for future purchasing decisions.
4. The preparation of a purchasing manual that summarizes the successful application of the various types

of analyses helps to provide overall integration to the program and to train future purchasing personnel in the techniques of purchase analysis.

Conclusion

Progressive procurement management is keenly alert to the profit potentialities and possibilities for strengthening the company's competitive position inherent in purchase analysis techniques. Advocates of these techniques claim that a thorough application of this type of research seldom fails to reap impressive cost reductions. Moreover, these techniques can be profitably utilized by almost any manufacturer regardless of size. A large number of examples showing the successful employment of purchase analysis can be found in the "Purchase for Profits" and July, 1948 issues of Purchasing Magazine. These examples clearly provide tangible evidence as to the wisdom of adopting purchase analysis procedures.

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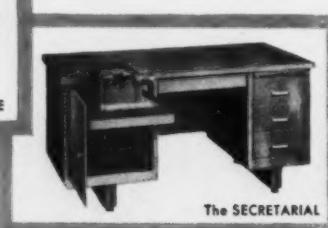
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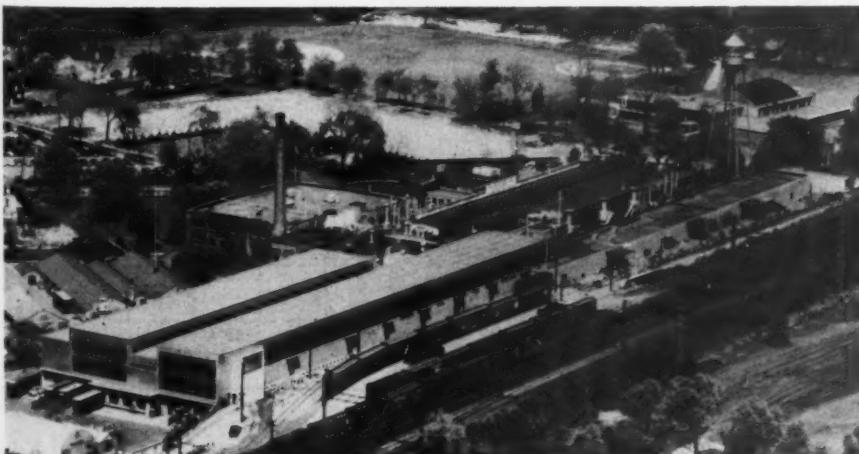


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BUSINESS PATTERN

A comprehensive summary of the ups and downs of industrial activity in Connecticut for the thirty day period ending on the 15th day of the second previous month.

IN August the index of general business activity in Connecticut fell off one percentage point to an estimated 23% above normal. This is the third successive decrease and places the index at the lowest point in nearly two years. The summer decline, however, appears to be of a temporary nature resulting from heavier than usual vacation shutdowns and the indirect effects of the nation-wide steel strike. With the exception of employment all components of the general index decreased moderately from July standings. The United States index of industrial activity regained some of the loss caused by the steel strike and is estimated at normal in the month of August.

The index of employment in Connecticut factories rose one percentage point in August to an estimated 20% above normal. This is the same standing as a year ago and about ten points above the August 1950 level. Total

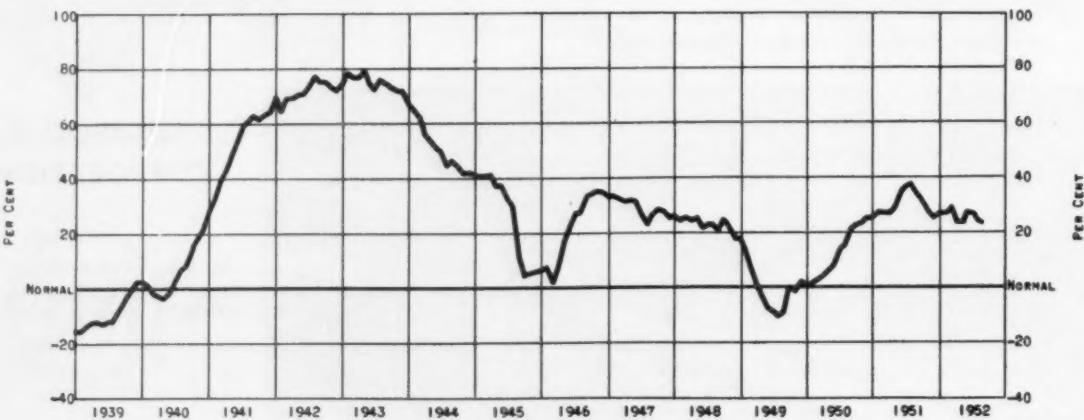
non-agricultural employment, which is composed of both manufacturing and non-manufacturing workers, has increased substantially since the beginning of 1950. During that period, which includes over two years of war in Korea, manufacturing employment has grown somewhat more rapidly than non-manufacturing. In January 1950 about 722,000 persons in this state were engaged in non-agricultural work and, except for seasonal changes, the growth has been steady up to the present time with the number now at 839,000. Manufacturing employment rose sharply from 352,000 at the beginning of 1950 to 425,000 in April 1951 and then tended to level off with the current figure being slightly under that of sixteen months ago. Non-manufacturing, on the other hand, started at 370,000 early in 1950 and, excluding temporary employment at Christmas, has reflected a gradual increase to stand at 418,000 at the pres-

ent time. Manufacturing employment represented 49% of the total in January 1950, advanced to 51% in June 1951 and now accounts for 50% of all non-agricultural workers.

The August index of manhours worked in Connecticut factories is estimated at 22% above normal. This is a decline of three points from the preceding month and stems from vacation shutdowns and the indirect effect of the work stoppage in the steel industry. Although the steel strike was settled late in July material shortages continued to retard operations in many of Connecticut's steel using manufacturing plants causing a reduction in manhours worked. A comparison with a year ago shows that the average hours worked per week by production workers in August were 41.5 compared with 42.2 in the corresponding month of 1951. During the same period average weekly earnings rose to \$68.98 from \$66.57 and basic hourly earnings advanced to \$1.60 from \$1.51 last year.

In August the consumer's price index published by the Bureau of Labor Statistics rose to a new all-time high of 191.1 (1935-39=100) from 190.8 in July. The August index level was 3% above a year ago and 12% above June 1950, just before the outbreak in Korea. The Bureau's wholesale commodity index advanced slightly between July and August to 112.1 (1947-49=100). This figure was 2% below the standing at the same time last year but 12% higher than in June 1950. Preliminary reports indicate that the September commodity index will

GENERAL BUSINESS ACTIVITY IN CONNECTICUT COMPARED WITH NORMAL



be down moderately from the August level.

The U. S. Department of Commerce has recently published a summary of 1951 income payments to individuals by states, which shows that the per capita average for Connecticut was \$1,999 compared with \$1,715 for New England and \$1,584 for the country as a whole. The amounts represent increases over 1950 payments of 13%, 10% and 10%, respectively. On a per capita basis, Connecticut ranked third among the forty-eight states being exceeded only by Delaware and Nevada. The following table of per capita income payments to individuals reflects the changes that have taken place since 1930:

Year	Connecticut			New England			United States		
	Amt.	%		Inc.	%		Inc.	%	
		Inc.	Over		Over	Inc.		Over	Over
1930	\$ 830		\$ 768		\$ 596	
1935	659	—21		602	—22		460	—23	
1940	827		724	—6		575	—4	
1945	1483	79		1316	71		1191	100	
1950	1776	114		1561	103		1439	141	
1951	1999	141		1715	123		1584	166	

As indicated by the above figures, Connecticut income payments to individuals have been consistently higher than those for New England and the United States. The comparison reveals, however, that during the war and post war years incomes in Connecticut, and particularly in the other New England states, have not increased as noticeably as in some other sections of the country.

Our Watch Industry is in Danger

(Continued from page 24)

cartels and "trusts" to gain control of a market. First, of course, they sell at prices competition cannot possibly meet until competition is destroyed. Then having a monopoly, the consumer is at their mercy, and they set prices not on the basis of competitive profits margin, but on the basis of maximum profits to themselves.

It may be that this is not part of the Swiss' plans for the future, but the fact remains that in a matter of a few

years unless something is done about it, the United States consumer will be at their mercy pricewise, qualitywise, and in every other way, so far as time-keeping devices are concerned. So in the long range the consumer has nothing to gain and much to lose if the Swiss are allowed to achieve their complete monopoly of the United States watch market they are now apparently headed for.

One more point. Let me return to the national defense aspect of the watch and clock industry. Few people realize—and the entire issue was ignored in discussions of the tariff alone—that prior to the last war Germany had by systematic subsidies destroyed the clock and watch industries of both England and France. Thus, to quote one example, when war came neither country was able to produce antiaircraft fuses, and as a result lost thousands of civilian and military lives and millions in property damage from bombing until the United States industry could supply the needed timing devices in quantity for antiaircraft ammunition. Can we afford to put ourselves in a similar position, especially where faced with possible attack with atomic bombs?

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Such timing devices will, of course, be even more essential in any future conflict, since controlled and guided missiles as well as older weapons are utterly dependent upon them and thus upon our industry.

Both England and France are now engaged in a determined effort to build a mass production watch and clock industry, even to the extent of using substantial government subsidies, while the United States, it would seem, is equally bent on tearing its horological industry down, despite the obvious threat to our security that this policy involves.

* * *

May I conclude with a prediction? I believe that we must eventually have some sound basis for protecting the high American standards of living from cheap foreign wages, and that it should be based upon the wages paid in various foreign countries exporting to us and which in some very efficient producing countries are less than one-tenth of what is paid here. If we do not, and when peace for which we all pray comes to the world, we will find such an invasion of American labor by cheap foreign products that labor itself will clamor for protection. That protection, if granted, will obviously force countries with cheap labor to bring their labor rates more in line with American standards and eventually will become one of the leading sources toward improving conditions throughout the world. This thinking is in total contrast with the conception as set forth in your editorial.

Review of 137th Annual Meeting

(Continued from page 10)

specialization was really setting in, and the way the thing paid off, you had to be an expert on something. If I may sneak in just an editorial opinion, I think we have carried the age of specialization so far that that in itself maybe has generated some of the problems we're up against now. And we had some questions on that.

MR. SAILER: If you are looking for men who come out of college, you are putting the stress on extra curricular activity more now than you used to,

and not so much on only the scholastic average, is that right?

MR. BODINE: I think that is largely true of industry. We have a few industries still who only look at the top fifth of the class. I think they are making a mistake. I certainly would never have gotten a job if they did that in my time.

DR. FAUGHT: Now, no loaded answers. These have to be objective. Mr. Williams, I wonder if you would get in the act here. I understand you are particularly interested in the personnel problems of industry these days.

MR. WILLIAMS: Getting back to this question from the floor, that a great deal may depend on the type of job in question. For example, if an individual were going into a chemistry laboratory, or research, or that sort of thing, it might be well to get the specialization, rather than the generalization. However, I think that Mr. Bodine stated it very well when he said, "We're more interested in the individual." We intend to do the training ourselves. I have a little case history which may be of interest. We had the particular assignment open up a short time ago in the field of production control. This ultimately will lead, we believe, to a very important key position in the organization. I probably had dozens of applications from individuals who have been production control managers, and have done that kind of work. We selected a man in the organization who has had no experience at all on production control. He is a fellow who started out in the shop running an automatic screw machine. He graduated to an assistant foreman, went into the navy, came back out, went into time study, into job evaluation, back into time study, into personnel work, and participated on labor relations. Now, this particular individual has demonstrated an ability to get along with people. He has an analytical mind. He has the type of personality that we feel is going to fill this niche. We can get all of the technical help and aid that that fellow needs. I think it demonstrates this whole area of placement, of fitting the square pegs into the round holes in order to develop a well-rounded team.

MR. HANDY: In connection with the training that a man would receive when he joins a company, I have a question as to a man graduating from college. Does a large corporation offer greater job training opportunities and more background than a small company?

DR. FAUGHT: Well, now, let's see.

MR. BIXLER, how about you taking a crack at that question?

MR. BIXLER: May I backtrack a minute on the other question? I wanted to add one thing. It seems to me that in many cases where you have a general education, there is still some specialization that you can do while you are on the job itself. Connecticut is very strong in the type of college where after you have your degree, you're getting training on the job, and you know what field you want to specialize in, and you are motivated to learn something about that, you can then go to that sort of an institution at night while you're working. For example, right on this Yale Campus there is New Haven College that has 1000 students, of whom 500 have had college training, and who have the determination to work all day and go to school in the evening. I think that in this state we are particularly strong in that type of activity.

Now, as to whether you get better training from the large corporation, or small I don't know, because I never worked for a really large corporation along the line. It seems to me that if you can take one of those training courses, it certainly is a good thing. I have known a lot of graduates of that type of activity who have done well. Conversely, I know today a wonderful job that is going begging because they are looking for a man who knows something about finance, management, and science, and several associated things, and all they are able to find are people who have been the heads of departments. They don't want that. They want an overall perspective, to understand the president, who is in bad health. Now, it seems to me that there the small company gives you a better opportunity, because most of the small companies are undermanned, and you just don't have two or three or four people deep on every job. The same fellow has to do this and that and the other thing. If you believe strongly in learning by doing, I think I would still vote for the opportunities in a small company.

DR. FAUGHT: You sound like the expert we need. Mr. Portle, you had a question somewhere in this field about going on to graduate work and how soon. I think it's relevant around here.

MR. PORTLE: Well, I merely wanted to ask some advice on a very simple question. Would you advise an engineer just graduating to get a job before going back to college for a Master's Degree, or to go directly on with his studies.

DR. FAUGHT: What would you say about that, Mr. Bixler?

MR. BIXLER: It depends, I suppose on what kinds of engineering you want to do, because there are a few such highly specialized engineering tasks that you almost need a masters degree these days to be at first base. But in general, if you get a little of that practical experience, particularly now when engineers are in such great demand, you can just about write your own ticket for the kind of job experience you want. I think I would vote to take the job.

MR. COLLINS: Do you feel, as members of this panel, that the public school education system, up to and including high school, should be more functional?

DR. FAUGHT: Mr. Gay, would you be willing to comment on that?

MR. GAY: I can comment at length on that. That's one of my pet subjects, but I won't go into detail. I think one of the most important things are the old fashioned three R's. I think we are giving these kids that are coming along altogether too much froth and not enough real practical common sense use of the English language; how to add, subtract, multiply and divide; how to spell, and how to speak correctly. It is appalling to see the people even in the college group who haven't the first idea of how to construct a sentence, or how to add a column of figures, and it certainly makes a very poor impression in an interview if you don't know how to speak and how to use the English language correctly.

MR. SAXON: Mr. Chairman, may I come into this? I think if you will look into the situation across the country on the high school level, you will find that in practically every major city in the country, and in most states, there are technical high schools. A student is given an opportunity to choose whether he wants to go to a so-called classical school, or a technical school where he will get trade training in the high school years. I think there is a group of students who should be encouraged to take the latter choice. By nature, by ability—mental ability, as well as physical make-up—they may not be qualified, or they may not want to go further than the high school level. I think that a reasonable mixture of trade training and technical background, given to the youngsters at that level, along with the fundamentals of reading and writing, and understanding generally of the problems of life, is satisfactory to a large group of people.

On the other hand, to freeze out the other group, and give them only the technical training, would be as great an error as to do the other. I think that what we should shoot at is to give a choice to the high school student to go one way or the other, and that is what most of the states today are offering at the high school levels in major cities, and I think in this state we are offering at the present time, on a state basis, technical training on the high school level.

MR. HANDY: Mr. Faught, I'd like to know what industry can do for non-college graduates to make the field more appealing and more rewarding. What do they do in the line of job training, and what are they doing about the need for technicians in industry?

DR. FAUGHT: Do you mean technicians of the non-graduate level?

MR. HANDY: That's right.

DR. FAUGHT: Mr. Williams, do you have a point of view on that? You were talking before, I remember, about a good deal of the training that goes on within industry. Do you discriminate as between how much more or less you have to train a college graduate versus, say, a high school graduate?

MR. WILLIAMS: Well, we have quite a number of individuals who are doing engineering work in the area of methods and process, that never saw a college. A good many of them didn't complete high school. A good many of them came from the ranks of tool and die and gage makers. And they are doing a good job. They are doing it from a practical standpoint. Naturally, when they run into a very technical problem, they require assistance from a higher level. It so happens that in my own department we have the section of time study and rate setting. Each year we bring probably two or three people into the department. In selecting individuals very frequently we try to mix it up. We will bring in a few college graduates, and we also take in a few people from the shop. We get individuals who have probably been machine operators. They may have had an aptitude for figures, and gone in as a time keeper, and they show potential abilities that we are interested in. We put them through a series of tests and we will take them into time study and actually train them to be time study men and, in my opinion, they make just as good time study men as men from college.

MR. SAXON: May I just add a further thought on that? Carrying out

what Mr. Williams has said, it is clear to me that the great opportunity in the United States, in contrast to other nations, lies in the fact that there is always the opportunity for the individual to break out of any one category if he has the ability to do so. He is not frozen permanently into any particular class or caste, and so long as we keep the avenues of change in the movement upward open, I don't think we need to worry whether a man gets a technical training in a graduate school, or at the high school level. If he's got it in himself, and is willing to carry on his own individual work by night school or special training courses, he can break through anything to the top if he has it in him.

DR. FAUGHT: I think that things are looking up for the individual here in terms of some of the conclusions, and something you just said, Dr. Saxon, gives me an opportunity to go off into a third area—all of these are closely related—so let's talk a little about this system. Now we get over into the field of the general climate for free enterprise or understanding the kind of a system we've got. Maybe we can have some questions now in the general order of what more do we need to know about it, as seen from youth.

MR. WILENSKY: I'd like to know, how can private industry help people in our society to understand some of the fundamental concepts of the free enterprise system?

DR. FAUGHT: Now there's one, and you can have either five minutes or a week.

MR. BIXLER: That's a pet subject of mine because we try to harp on that in our company. We feel that we have a lot of civic and community obligations that aren't related to the particular type of scientific or electrical instrument that we are trying to turn out. As to the best methods for that, it seems to me that in the first place, when you start to tell anybody how to do anything, is to get your own house in order. You had better make sure that in your own organization you have good communications, for example; that you have ways for the man who reports to the foreman to get his opinions on up through the rest of the organization. If you have the president doing more than talking to the vice president along the line, making sure that the things in the way of know-how and know-why are getting down to the organization. That's the second great area, it seems to me, where we

can do a lot of good in helping this thing along the line, and that is the know-why technique.

Now so much for getting our own house in order. Then, we need to look, it seems to me, at how we are helping other parts of the community, both on a political and on a non-political level. That is almost a self-evident area, and yet it seems to me that businessmen get all sorts of crepes hung on them, and perhaps justifiably on occasion, but nevertheless, if you look at the board of directors and the active committees of most any civic organization you know about, there are a lot of businessmen who are vitally interested in them. And then, from there on it seems to me that it is up to business to unify itself, through state associations, through organizations like this, who are equipped to tell the story on a day-to-day basis; who are equipped to provide facts which will be of general use. Finally, I think it is up to business people to get out and stand on a stump and do a little bit of this selling in their own way.

MR. TIMBRELL: Do you think that the public schools, elementary and high school, are teaching enough about labor and management, and the problems they meet in our society, or do you think they are playing up one side more than the other?

MR. SAXON: I'm not teaching at the high school level, but I would like to say this. I personally think perhaps that high schools have gone too far in that direction rather than far enough. I believe that we would gain a great deal if we would go back to teaching the fundamentals of the ordinary processes of living at the high school level, and leave social and economic problems of that type to training on the job, or to the college level. There is too much propaganda going on at the high school level today under the guise of social sciences, which is inadequately presented, and not presented fairly in the sense that all sides are given. The teachers themselves are not qualified in many instances, to teach those subjects, and the results are that they tend toward accepting propaganda rather than genuine facts or theory, and they instill their students with the wrong concept.

DR. FAUGHT: Miss Keenan here is very decorative, but I insist that she be more than ornamental. I have a secret suspicion she is harboring some questions, too. So, even if they are totally irrelevant to what we are talk-

ing about, let's hear one of them.

MISS KEENAN: I just have one short question. I want to know if the panel members think that Connecticut is a sufficiently strong employment center to hold its own when—and we hope that this comes soon—the government withdraws its defense program contracts.

DR. FAUGHT: See, little short question, but very important. How about it, Mr. Bodine?

MR. BODINE: I think I understand the question is, can we hold our own when the government withdraws defense contracts? We always have. We paved the way for the industrial life of this nation. Connecticut has always been the leader industry-wise in these United States, and at this moment, unless the figures have been changed since I last saw them, we are the only state in the union that has more than half of its people employed in industry—half the employable people—52%. Now, we provided more know-how out of the state of Connecticut since Eli Whitney started the process of interchangeable manufacture than any state in the union. And when these fellows still want know-how, they come back here to Connecticut to get it. And one reason why I have been so interested in schools, and these scholars in the schools, is because we have to keep that life blood of know-how supplied. It is the only thing we have to sell in Connecticut. We have no coal, no diamonds, no oil, nothing except brains to sell. And we've got to see that the well springs of trained people in Connecticut continue to be well supplied and well nurtured. The quick answer is yes. We'll hold our own, if we have to go back to making wooden nutmegs, we'll find a way to hold our own in Connecticut.

The Chairman Draws a Conclusion

DR. FAUGHT: I think that what we've been doing here for the last two hours proves an exciting observation which I offered originally only as a premise. We have talked about a dozen different problems or more that affect relationships in some way growing out of our business activity. I think that in the little time that the discussion has been going on, it has gotten increasingly obvious that there is no problem of this sort which is insoluble, and also no problem which, if everybody had the general information about it, would even be a problem at all.

You might say it another way. If free

enterprise is in danger, by any great general thing in particular, it might very well be said that it is in danger of dying of ignorance. It is certainly not in danger of dying for inefficiency. It gets more efficient all the time. It is certainly not in danger of wasting away if it cannot be supported by continuing military subsidization, or some other synthetic prop. It doesn't have any functional ailments at all, apparently, but it has this tremendous, constant battle because there is so much about it that is known that "ain't so."

In conclusion, one of the best things that could happen as a result of this performance this afternoon, is that it serves as a stimulus to hold ten or 100 or more of this type of conference on local levels in Connecticut before your next annual meeting.

Student Appraisal

Although the rush of starting their final college year has prevented us from hearing from all student participants in the Youth and Industry Conference, the following three letters are typical of the appraisal of this conference by the students.

"I would like to take this opportunity to express my deepest appreciation for the very kind treatment extended to me at your annual conference. I would also like to thank your organization for sending me the enlightening book entitled 'They Want to Know' and the portrait of the student participants present at the conference.

"I sincerely believe that my presence at the conference contributed immeasurably to both my knowledge and understanding of industry as it exists today. As I have often remarked to my fellow students here at the University of Connecticut, it is unfortunate that the theoretical knowledge presented to us in our educational institutions couldn't be supplemented by the invaluable knowledge which accrues from closer relations with the people who make American industry what it is today. I believe that programs such as the one held on September 16 contribute in no small way towards the attainment of that goal."

* * *

"I would like to extend my sincere though belated thanks to your organization for your wonderful hospitality during our attendance of the annual meeting of your organization. I would also like to express my appreciation of your book 'They Want to Know.' Both have proved to be invaluable aids in answering many pertinent questions."

* * *

"I was very pleased to receive from you a copy of the book 'They Want to Know' by Bunting and Maher, and wish to thank you, not only for the book but also for allowing me the opportunity to participate in your Youth and Industry Conference.

"It was very encouraging to me to see that most of the viewpoints of industry on the topics we discussed agreed with my own. "So again, thank you very much."

WITH OUR ADVERTISERS

Reporting news about *Connecticut Industry* advertisers and their products.

JACK WITTSTEIN, manufacturer of corrugated and solid fibre boxes and merchandising displays, of New Haven, and an advertiser in *CONNECTICUT INDUSTRY*, has been mailing out a series of small flyers to some 3,000 purchasing agents, sales and advertising managers in Connecticut, each of the three point series stressing a new reason why everyone should vote.

The last of the series, entitled "Freedom is Your Possession in Our United States," gives data on the voting records in the United States as compared to those in Canada, Sweden and England, as well as Australia and Russia. This leaflet further points out that everyone should cherish his franchise to set an example to the rest of the world about how a free country operates.

★ ★ ★

THE FOURTH ANNUAL service

award party of The C. B. Dolge Company, Westport, was held recently at the home of Mr. and Mrs. Karl A. Dolge. All members of the office, laboratory and factory organizations were present. Mr. Dolge, president of the company, presented a gold watch to Clarence L. Weirich, vice president, in recognition of 25 years of continuous service.

Service pins in recognition of five, ten and twenty years of service were also presented. Employees made a special presentation to Mr. Dolge in appreciation of his skilled management of the affairs of the company.

★ ★ ★

TWO IMPORTANT announcements in the packaging field were made recently by Frank Marchese, sales manager of the Warner Brothers Company,

Box Division, in Bridgeport. Of special interest to clients in the New England area was the announcement of the opening of a Boston Sales Office, which will be headed by Arthur A. Bliss. The Boston office is located in the Little Building.

In addition, the New York Sales Office of the company has added to its staff Jack W. Bray. Mr. Bray is a specialist in the cosmetic and pharmaceutical field.

According to Mr. Marchese, the opening of the Boston office and the addition to its New York sales staff will result in better service to clients in these areas interested in "Warner-craft" folding cartons, handmade or machine made setup boxes, transparent acetate boxes and counter display boxes.

★ ★ ★

DIRECTORS and stockholders of E. J. Lush, Inc., New Haven advertising agency, and their families celebrated the inaugural of the company's sixth year in business at a dinner at Oakdale Tavern, Wallingford.

A report on the company's progress during the past year was given by President E. J. Lush. During the year, Henry F. Johnson became associated as vice president.

The agency, formerly Becker & Lush, Inc., serves business and industrial firms throughout the State on a national basis.



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IT'S MADE IN CONNECTICUT

EDITOR'S NOTE: This department, giving a partial list of peace-time products manufactured in Connecticut by company, seeks to facilitate contacts between prospective purchasers in domestic or foreign markets and producers. It includes only those listings ordered by Connecticut producers. Interested buyers may secure further information by writing this department.

(Advertisement)

Accounting Forms	New Haven	Artificial Leather	Jewett City	Bearings	New Britain
Baker-Goodyear Co The		Permatex Fabrics Corp The		Fafnir Bearing Co (ball)	
Accounting Machines	Bridgeport			New Departure Div of General Motors (ball)	
Underwood Corporation					Bristol
Adding Machines	Bridgeport	Asbestos	Middletown	Norma-Hoffmann Bearings Corp (ball and roller)	Stamford
Underwood Corporation		Auburn Manufacturing Company The (gaskets, packings, wicks)			
H C Cook Co The	32 Beaver St	Raybestos Div of Raybestos-Manhattan Inc The (brake linings, clutch facings, sheet packing and wick)			
Halco Co	Ansonia				
Waterbury Companies Inc	New Haven				
	Waterbury				
Aero Webbing Products	Middletown	Asbestos & Rubber Packing	Hartford	Belows	Bridgeport
Russell Mfg Co		Colt's Manufacturing Company		Bridgeport Thermostat Company Inc (metallic)	
Air Compressors				Bridgeport Thermostat Company Inc	Bridgeport
Airline Manufacturing Company The	Warehouse Point				
Spencer Turbine Co The	Hartford	Belows Assemblies			
Air Conditioning					
Norwalk Airconditioning Corp The (forced air heating units oil fired)	South Norwalk	Belows Shaft Seal Assemblies			
Air Impellers				Bridgeport Thermostat Company Inc	Bridgeport
The Torrington Manufacturing Co	Torrington				
Aircraft		Bells			
Sikorsky Aircraft Division United Aircraft Corporation (helicopters)	Bridgeport	Bevin Brothers Mfg Co	East Hampton		
Aircraft Accessories		Gong Bell Co The	East Hampton		
Chandler Evans Division Niles-Bement-Pond Co (jet engine accessories, aircraft carburetors, fuel pumps, water pumps and Protek plugs)	West Hartford	N N Hill Brass Co The	East Hampton		
Manning Maxwell & Moore Inc (aircraft pressure switches and jet engine afterburner control systems)	Stratford				
Aircraft Instruments		Belt Fasteners			
Gorn Electric Company Inc	Stamford	Bristol Company The	Waterbury		
Aircraft—Repair & Overhaul		Saling Manufacturing Company (patented self-aligning)			
Airport Department Pratt & Whitney Aircraft Division	Hartford				
Rentschler Field East		Belting			
United Airports Div United Aircraft Corp		Hartford Belting Co	Hartford		
Rentschler Field East	Hartford	Russell Mfg Co The	Middletown		
Air Ducts		Thames Belting Co The	Norwich		
Wiremold Co The (Retractable)	Hartford				
Air Heaters—Direct Fired		Bends—Pipe or Tube			
Peabody Engineering Corporation	Stamford	National Pipe Bending Co The	160 River St New Haven		
Aluminum Castings					
Consolidated Industries Inc	West Cheshire	Bent Wood Products			
Eastern Malleable Iron Company The		Sorensen & Peters Inc	Pawcatuck		
	Naugatuck				
Newton-New Haven Co	688 Third Avenue	Bicycle Coaster Brakes			
	West Haven	New Departure Div General Motors Corp			
Charles Parker Company The	Meriden				
Aluminum Forgings		Bicycle Sundries			
Consolidated Industries Inc	West Cheshire	New Departure Div General Motors Corp			
Scovill Manufacturing Company	Waterbury 91				
Aluminum Ingots		Binders Board			
Lapides Metals Corp	New Haven	Colonial Board Company	Manchester		
Aluminum Lasts					
United States Rubber Company	Shoe Hardware Division	Biological Products			
	Waterbury	Ernst Bischoff Company Inc	Ivoryton		
Aluminum Paint		Blacking Salts for Metals			
Baer Brothers	Stamford	Enthone Inc	New Haven		
Aluminum Paste		Mitchell-Bradford Chemical Co	Bridgeport		
Baer Brothers	Stamford				
Aluminum—Sheets & Coils		Blades			
United Smelting & Aluminum Co Inc	New Haven	Capewell Manufacturing Company Metal Saw Division (hack saw and band saw)	Hartford		
Ammunition					
Remington Arms Co Inc and Peters Cartridge Div	Bridgeport	Blankets—Automatic			
Winchester Repeating Arms Company Division		General Electric Company	Bridgeport		
Olin Industries Inc	New Haven				
Anodizing		Bleaching, Dyeing, Printing & Finishing			
Conn Metal Finishing Co	Hamden	United States Finishing Company The (textile fabrics)	Norwich		
Anodizing—Aluminum					
All Brite Chemical Co (also coloring)	Oakville	Blocks			
		Howard Company (cupola fire clay)	New Haven		
Anodizing Equipment		Blower Fans			
Conn Metalcraft Inc	New Haven	Colonial Blower Company	Plainville		
Apparel Fabrics—Woolen & Worsted		Spencer Turbine Co The	Hartford		
Broad Brook Company	Brook Brook				
		Blower Systems			
		Colonial Blower Company	Plainville		
		Ripley Co	Middletown		
		Blueprints and Photostats			
		Joseph Merritt & Co	Hartford		
		Bolters			
		Bigelow Co The	New Haven		
		Petroleum Heat & Power Co (domestic only)			
		Stamford			
		Bolts and Nuts			
		Blake & Johnson Co The (nuts machine screw-bolts, stove)			
		Clark Brothers Bolt Co	Waterville		
		O K Tool Co Inc The (T-Slot)	Milldale		
		33 Hull St Shelton			
		Bonderizing			
		Clairglow Mfg Company	Portland		
		(Advt.)			

IT'S MADE IN CONNECTICUT

Bottle Openers		Brass Mill Products		Cable—Service Entrance	
Scoville Mfg Co (steel, anodized aluminum)	Waterbury	American Brass Company	The Bridgeport Brass Co	General Electric Company	Bridgeport
Box Board		Chase Brass & Copper Co	Waterbury	Cages	
Lydall & Foulds Paper Co The	Manchester	Plume & Atwood Mfg Co The	Thomaston	Andrew B Hendryx Co The (bird and animal)	New Haven
National Folding Box Co Inc	New Haven	Scovill Manufacturing Company	Waterbury 91	Cams	
Robertson Paper Box Co	Montville	Western Brass Mills Division of	Olin Industries	American Cam Company Inc	Hartford
Gair Company Inc Robert	Montville	Scovill Manufacturing Company	New Haven	Hartford Special Machinery Co The	Hartford
New Haven Pulp and Board Co The	New Haven	Western Brass Mills Division of	Olin Industries	Rowbottom Machine Company Inc	Waterbury
Boxes		Brick-Building		Canvas Products	
Airline Manufacturing Company (steel cash, bond, security and small boxes)	Warehouse Point	Donnelly Brick Co The	New Britain	F B Skiff Inc	Hartford
Clairelow Mfg Company (metal)	Portland			Capacitors	
Connecticut Container Corporation	New Haven	Bricks—Fire	New Haven	Electro Motive Mfg Co Inc The (mica & trimmer)	Willimantic
Gair Company Inc Robert (corrugated and solid fibre shipping containers)	Montville	Howard Company	Shelton	Card Clothing	
Merriam Mfg Co (steel cash, bond, security, fitted tool and tackle boxes)	Durham	Mullite Refractories Co The		Standard Card Clothing Co The (for textile mills)	Stafford Springs
Warner Bros Co The (Acetate, Paper, Acetate and Paper Combinations, Counter Display, Setup)	Bridgeport	Bright Wire Goods		Carpenter's Tools	
		Sargent & Company	(Screw Eyes, Screw Hooks, Cup Hooks, Hooks and Eyes, C H Hooks)	Sargent & Company (Planes, Squares, Plum Bob, Bench Screws, Clamps and Saw Vises)	New Haven
Boxes and Crates		Broaching		Carpet Cushion	
City Lumber Co of Bridgeport Inc The	Bridgeport	Hartford Special Machinery Co The	Hartford	Sponge Rubber Products Co Inc	Shelton
Boxes—Metal		Bronze Powders		Carpets and Rugs	
Merriam Mfg Co (Bond and Security, Cash and Utility, Personal Files and Drawer Safes)	Durham	Baer Brothers	Stamford	Bigelow-Sanford Carpet Co	Thompsonville
Boxes—Paper—Folding		Brooms—Brushes		Casters	
Atlantic Carton Corp	Norwich	Fuller Brush Co The	Hartford	Bassick Company The (Industrial and General)	Bridgeport
Bridgeport Paper Box Co	Bridgeport			Casters—Industrial	
Carpenter-Hayes Paper Box Co Inc The	East Hampton			George P Clark Co	Windsor Locks
Curtis & Sons Inc S	Sandy Hook	Buckles		Castings	
Dowd Carton Co M S	Groton	B Schwanda & Sons	Staffordville	Bradley & Hubbard Mfg Co The (grey iron, brass, bronze, aluminum)	Meriden
Folding Cartons Incorporated (paped, folding)	Versailles	G E Prentice Mig Co The	Kensington	Connecticut Foundry Co (grey iron)	
Gair Company Inc Robert	Montville	Hatheway Mig Co The (Dee Rings)	Bridgeport		Rocky Hill
National Folding Box Co Inc (paper folding)	New Haven	Hawie Mig Co The	Bridgeport	Connecticut Malleable Castings Co (malleable iron castings)	New Haven
New Haven Pulp and Board Co The	New Haven	John M Russell Mig Co Inc	Naugatuck	Consolidated Industries Inc	West Cheshire
Robertson Paper Box Co	Montville	North & Judd Manufacturing Co	New Britain	Charles Parker Company The (grey iron, brass, bronze, aluminum)	Meriden
Warner Bros Co The	Bridgeport	Patent Button Co The	Waterbury	Eastern Malleable Iron Company The (malleable iron, metal and alloy)	Naugatuck
Boxes—Paper—Setup		United States Rubber Company	Shoe Hardware Division	Farral-Birmingham Company Inc (Mechanite, Nodular Iron, Steel)	Ansonia
Box Shop Inc The	New Haven	Buffing Compounds		Gillette-Vibber The (grey iron, brass, bronze, aluminum, also Bronze Bushing Stocks)	
Bridgeport Paper Box Co	Bridgeport	Roberts Rouge Co The	Stratford		New London
Strouge Adler Company The	New Haven	Apothecaries Hall Co	Waterbury	Plainville Casting Company (gray, alloy and high tensile irons)	Plainville
Warner Bros Co The	Bridgeport	Lea Mig Co	Waterbury	Revere Corporation of America (precision in vestment)	Wallingford
Brake Cables		Buffing & Polishing Compositions		John M Russell Mfg Co Inc (brass, bronze and aluminum)	Naugatuck
Eis Manufacturing Co	Middletown	Williamsville Buff Div The	Bullard Clark Company	Malleable Iron Fittings Co (malleable iron and steel)	Brantford
Brake Linings		Buffing Wheels		McLaglen Foundry Co (grey iron)	New Haven
Raybestos Div of Raybestos-Manhattan Inc The (automotive and industrial)	Bridgeport	Plume & Atwood Mfg Co The (kerosene oil lighting)	Waterbury	Meyer Iron and Brass Foundry Inc (grey iron)	Shelton
Russell Mig Co The	Middletown	Peabody Engineering Corporation	Stamford	Newton-New Haven Co (zinc and aluminum)	West Haven
Brake Service Parts		Burners—Automatic		Philbrick-Booth & Spencer Inc (grey iron)	Philbrick
Eis Manufacturing Co	Middletown	Peabody Engineering Corporation (Combined)	Stamford	Producto Machine Company The	Bridgeport
Brass & Bronze		Burners—Gas		Scovill Manufacturing Company (Brass & Bronze)	Waterbury 91
American Brass Co The (sheet, wire, rods, tubes)	Waterbury	Peabody Engineering Corporation (Blast Furnace)	Stamford	Sessions Foundry Co The (grey iron)	Bristol
Bridgeport Brass Company (sheet, rod, wire and tubing)	Bridgeport	Peabody Engineering Corporation (Combined)	Stamford	Union Mig Co (grey iron & semi steel)	New Britain
Bristol Brass Corp The (sheet, wire, rods)	Bristol	Burners—Gas and Oil		Waterbury Foundry Company The (highway & sash weights)	Waterbury
Chase Brass & Copper Co	Waterbury	Peabody Engineering Corporation (For Gas and Oil)	Stamford	Wilcox Crittenden & Co Inc (gray iron and brass)	Middletown
Miller Company The (phosphor bronze and brass in sheets, strips, rolls)	Meriden	Burners—Refinery		Castings—Investment	
Plume & Atwood Mfg Co The (sheet, wire, rod)	Thomaston	Abbott Ball Co The (Burnishing Barrels and Burnishing Media)	Hartford	Arwood Precision Casting Corp	Groton
Scovill Manufacturing Company	Waterbury 91	Burnishing		Castings—Permanent Mould	
Tinsheet Metals Co The (sheets and rolls)	Waterbury	Pratt & Whitney Div Niles-Bement-Pond Co	West Hartford	Bradley & Hubbard Mfg Co The (zinc and aluminum)	Meriden
Western Brass Mills Division of Olin Industries Inc (sheet, strip)	New Haven	Burs		Charles Parker Company The	Meriden
Brass & Bronze Ingot Metal		B Schwanda & Sons	Staffordville	Cements—Refractory	
Plume & Atwood Mfg Co The	Thomaston	Frank Parizek Manufacturing Co The	West Willington	Mullite Refractory Co The	Shelton
Whipple and Choate Company The	Bridgeport	Patent Button Co The	Waterbury		
Brass, Bronze, Aluminum Castings		Scovill Manufacturing Company (Uniform and Tack Fasteners)	Waterbury 91		
Charles Parker Company The	Meriden	Waterbury Companies Inc (Uniform and Fancy Dress)	Waterbury		
Victors Brass Foundry Inc	Guilford	Cabinets			
Brass Goods		Charles Parker Co The (medicine)	Meriden		
American Brass Company The	Waterbury	Cabinet Work			
Plume & Atwood Mfg Co The (to order)	Waterbury	Hartford Builders Finish Co	Hartford	Chain	
Rostand Mig Co The (Ecclesiastical Brass Wares)	Milford			John M Russell Mfg Co Inc	Naugatuck
Scovill Manufacturing Company (to order)	Waterbury 91	Cable—Asbestos Insulated		Chain—Welded and Weldless	
Western Brass Mills Division of Olin Industries Inc (to order)	New Haven	Rockbestos Products Corp	New Haven	Bridgeport Chain & Mfg Co	Bridgeport
		Cable—BX Armored		Chain—Bead	
		General Electric Company	Bridgeport	Bead Chain Mfg Co The	Bridgeport
				H G H Products Co Inc	Shelton
		Cable—Nonmetallic Sheathed		Chairs	
		General Electric Company	Bridgeport	The Hitchcock Chair Company	Riverton

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Chemical Manufacturing		Consulting Engineers	Couplings—Self-Sealing
Carwin Company The	North Haven	Stanley P Rockwell Co Inc The (Consulting) 296 Homestead Ave	Sperry Products Inc
Chemicals		Hartford	
American Cyanamid Company	Waterbury	Pratt & Whitney Div Niles-Bement-Pond Co	Danbury
Apothecaries Hall Co	Waterbury	West Hartford	I-B Engineering Sales Co
Carwin Company The	North Haven		New Haven
Edcan Laboratories	South Norwalk		
Macalaster Bicknell Company	New Haven		Crushers
MacDermid Incorporated	Waterbury		Farrel-Birmingham Company Inc (Stone and Ore)
Naugatuck Chemical Division	United States		
Rubber Co	Naugatuck		
New England Lime Company	Naugatuck		Cups—Paper
Pfizer & Co Inc Chas	Groton		American Paper Goods Company The ("Furitan")
Chemicals—Agriculture		Cushioning for Packaging	
Naugatuck Chemical Division	United States		Gilman Brothers Co The
Rubber Co (insecticides, fungicides, weed killers)	Naugatuck		Gilman
Chemicals—Aromatic		Cut Stone	
Naugatuck Chemical Division	United States		Dextone Co The
Rubber Co	Naugatuck		New Haven
Chemicals—Rubber		Cutters	
Robert J King Company Inc The	Norwalk		Barnes Tool Company The (pipe cutters, hand)
Christmas Light Clips			O K Tool Co Inc The (inserted tooth milling)
Foursome Manufacturing Company	(various sizes and styles)		33 Hull St
	Bristol		Shelton
Chromium Plating			Pratt & Whitney Div Niles-Bement-Pond Co (Milling Cutters all types)
Chromium Corp of America	Waterbury		West Hartford
Chromium Process Company	Shelton		
City Plating Works Inc	Bridgeport		
Chucks		Decorative Plating and Polishing	
Cushman Chuck Co The	Hartford		City Plating Works Inc
Union Manufacturing Company	New Britain		Bridgeport
Chucks & Face Plate Jaws		Delayed Action Mechanism	
Union Mfg Co	New Britain		M H Rhodes Inc
Chucks—Power Operated			R W Cramer Company Inc The
Cushman Chuck Co The	Hartford		Hartford
Union Manufacturing Company	New Britain		Centerbrook
Clay		Deminerizers	
Howard Company (Fire Howard "B" and High Temperature Dry)	New Haven		Crystal Research Laboratories
Cleaning Compounds		Diamonds—Industrial	
Enthon Inc (Industrial)	New Haven		Diamond Tool and Die Works
Cleansing Compounds		Dictating Machines	
MacDermid Incorporated	Waterbury		Dictaphone Corporation
Clock Mechanisms			Gray Manufacturing Company The
Lux Clock Mfg Co The	Waterbury		Bridgeport
Clocks			Soundscriber Corporation The
E Ingraham Co The	Bristol		New Haven
Seth Thomas Clocks	Thomaston		
United States Time Corporation	The		
Clocks—Alarm		Die Castings	
Lux Clock Mfg Co The	Waterbury		Newton-New Haven Co Inc
Clocks—Automatic Cooking		Die Casting Dies	
Lux Clock Mfg Co The	Waterbury		ABA Tool & Die Co
Clutches			Parker Stamp Works Co The
Snow-Nabstdt Gear Corp The	New Haven		Weimann Bros Mfg Co The
Clutch Facings		Die Castings (Aluminum & Zinc)	
Russell Mfg Co The	Middletown		Corbin Cabinet Lock Div American Hardware Corp
Clutch—Friction			New Britain
Raybestos Div of Raybestos-Manhattan Inc The (clutch facings—molded, woven, fabric, metallic)	Bridgeport		Stewart Die Casting Div Stewart Warner Corp
Coils—Electric		Die Castings—Zinc	
Bittermann Electric Company	Canaan		Charles Parker Company The
Coils—Pipe or Tube		Die-Heads—Self Opening	
National Pipe Bending Co The	160 River St New Haven		Eastern Machine Screw Corp The
Whitlock Manufacturing Co The	Hartford		Truman & Barclay Sta
Coin Tokens		Die Polishing Machinery	
Waterbury Companies Inc	Waterbury		Hartford Special Machinery Co The
Commercial Heat Treating		Die Sets	
A F Holden Company The	52 Richard St West Haven		Pratt & Whitney Div Niles-Bement-Pond Co (Precision)
Commercial Truck Bodies			West Hartford
Metropolitan Body Company	Bridgeport		Producto Machine Company The
Comparators			Bridgeport
Pratt & Whitney Div Niles-Bement-Pond Co (Electro-limit and Air-O-Limit)	West Hartford		Union Mfg Co (precision, steel and semi-steel)
Compressors		Die Sinks	
Norwalk Company Inc (high pressure air and gas)	South Norwalk		Pratt & Whitney Div Niles-Bement-Pond Co
Concrete Products			(Monocone and Ducone Dies)
Plastcrete Corp	Hamden		West Hartford
Cones		Die and Die Sinking	
Sonoco Products Co (Climax-Lowell Div) (Paper)	Mystic		Consolidated Industries
Consulting Engineers			West Cheshire
Stanley P Rockwell Co Inc The (Consulting) 296 Homestead Ave			
Continuous Mill Gages		Dish Drying Machines	
Pratt & Whitney Div Niles-Bement-Pond Co			Colt's Manufacturing Company
Contract Machining		Dish Washing Machines	
Malleable Iron Fittings Company	Branford		Colt's Manufacturing Company
Contract Manufacturers		Disk Harrows	
Greist Mfg Co The (metal parts and assemblies) 503 Blake St	New Haven		Orkil Inc—Cutaway Harrow Division
Merriam Mfg Co (production runs—metal boxes and containers to specifications)	Durham		Higganum
Plume & Atwood Mfg Co The (metal parts & assemblies)	Waterbury		
Sevill Manufacturing Company (metal parts and assemblies)	Waterbury 91		Displays—Metal
J H Sessions & Son	Bristol		Merriam Mfg Co (Contract Work to Individual Specifications)
Controllers		Individual Durham (Advt.)	
Bristol Company The	Waterbury		
Manning Maxwell & Moore Inc	Stratford		
Conveyor Systems			
Leeds Electric & Mfg Co The	East Haven		
Production Equipment Co	Meriden		
Copper			
American Brass Corp The (sheet, wire, rods, tubes)	Waterbury		
Bridgeport Brass Company (sheet, rod, wire and tubing)	Bridgeport		
Bristol Brass Corp The (steel)	Bristol		
Chase Brass & Copper Co (sheet, rod, wire tube)	Waterbury		
Thinsheet Metals Co The (sheets and rolls)	Waterbury		
Western Brass Mills Division of Olin Industries Inc (sheet, strip)	New Haven		
Copper Sheets			
American Brass Company The	Waterbury		
New Haven Copper Co The	Seymour		
Copper Shingles			
New Haven Copper Co The	Seymour		
Copper Water Tube			
American Brass Company The	Waterbury		
Bridgeport Brass Co	Bridgeport		
Cords—Asbestos			
General Electric Company	Bridgeport		
Cords—Braided			
General Electric Company	Bridgeport		
Cords—Heater			
General Electric Company	Bridgeport		
Cords—Portable			
General Electric Company	Bridgeport		
Cord Sets			
Seeger-Williams Inc	Bridgeport		
Cord Sets—Electric			
General Electric Company	Bridgeport		
Cork Cots			
Sonoco Products Co (Climax-Lowell Div)	Mystic		
Corrugated Box Manufacturers			
Connecticut Container Corporation	New Haven		
Corrugated Shipping Cases			
Connecticut Container Corporation	New Haven		
Connecticut Corrugated Box Div	Portland		
Robert Gair Co Inc			
D L & D Container Corp	87 Shelton Ave		
New Haven			
Cosmetic Containers			
Evelet Specialty Co The	Waterbury		
Plume & Atwood Mfg Co The (metal)	Waterbury		
Cosmetics			
J B Williams Co The	Glastonbury		
Northam Warren Corporation	Stamford		
Cotton and Asbestos Wicking			
Bland Burner Co The	Hartford		
Cotton Yarn			
Floyd Cranska Co The	Moosup		
Counting Devices			
Veeder-Root Inc	Hartford		

IT'S MADE IN CONNECTICUT

Door Closers	Electric Switches	Envelopes—Stock and Special
P & F Corbin Division The American Hardware Corp New Britain	Arrow-Hart & Hegeman Electric Co The Hartford	American Paper Goods Company The Kensington
Sargent & Company New Haven	General Electric Company Bridgeport	
Yale & Towne Manufacturing Company The Stamford		
Dowel Pins	Electric Time Controls	Extractors—Tap
Allen Manufacturing Co The Hartford	R W Cramer Company Inc The Centerbrook	Walton Company The West Hartford
Holo-Krome Screw Corp The West Hartford		
Drafting Accessories	Electric Timers	Eyelets
Joseph Merritt & Co Hartford	Sessions Clock Co The Forestville	American Brass Company The Waterbury
	Sessions Clock Co The (small) Forestville	Platt Bros & Co The P O Box 1030 Waterbury
Drilling Machines	Electric Timing Motors	Plume & Atwood Mfg Co The Waterbury
Pratt & Whitney Div Niles-Bement-Pond Co (Deep Hole) West Hartford	General Electric Company Bridgeport	Scovill Manufacturing Company Waterbury 91
Drilling and Tapping Machinery	Rockbestos Products Corp (asbestos insulated) New Haven	Eyelets, Ferrules and Wiring Terminals
Hartford Special Machinery Co The Hartford		American Brass Company The Waterbury
Drop Forgings	Electric Wire	Waterbury Companies Inc Waterbury
Atwater Mfg Co Plantsville	General Electric Company Bridgeport	
Blakeslee Forging Company The Plantsville	Rockbestos Products Corp (asbestos insulated) New Haven	
Bridgeport Hdwe Mfg Corp The Hartford		
Capewell Mfg Company Hartford		
Consolidated Industries West Cheshire		
Wilcox Crittenden & Co Inc Middletown		
Druggists' Rubber Sundries	Electric Wiring Devices	Eyelet Machine Products
Seamless Rubber Company The New Haven	Arrow-Hart & Hegeman Electric Co The Hartford	Ball & Socket Mfg Co The West Cheshire
Duplicating Machines—Automatic	General Electric Company Bridgeport	American Brass Company The Waterbury
Pratt & Whitney Div Niles-Bement-Pond Co West Hartford		Waterville Mfg Co The (size 15 machines only) Waterville
Elastic Webbing	Electrical Circuit Breakers	Fabricated Alloys
Russell Mfg Co The Middletown	Federal Electric Products Co Inc Hartford	Rolock Inc (Heat Treating, Finishing) Fairfield
Electric Cables	Electrical Conduit Fittings & Grounding Specialties	Fancy Dress Buttons and Buckles
Rockbestos Products Corp (asbestos insulated) New Haven	Gillette-Vibber Company The New London	Waterbury Companies Inc Waterbury
Electric Clocks	Electrical Control Apparatus	
Sessions Clock Co The (alarm, kitchen, occasional and office) Forestville	Federal Electric Products Co Inc Hartford	
Electric—Commutators & Segments	Electrical Goods	Fans—Electric
Cameron Elec Mfg Co The (rewinding motors) Ansonia	A C Gilbert Co New Haven	General Electric Company Bridgeport
Electric Cord Springs	Electrical Insulation	Fasteners—Slide & Snap
Bristol Spring Manufacturing Co Plainville	Stevens Paper Mills Inc The Windsor	G E Prentice Mfg Co The Kensington
Electric Cords	Electrical Motors	Scovill Manufacturing Company (snap and slide fasteners) Waterbury 91
General Electric Company Bridgeport	U S Electrical Motors Inc Milford	
Rockbestos Products Corp (asbestos insulated) New Haven		
Electric Eye Control	Electrical Outlet and Switch Boxes, and Covers	Felt
United Cinephone Corporation Torrington	General Electric Company Bridgeport	Auburn Manufacturing Company The (mechanical, cut parts) Middletown
Electric Fixture Wire	Electrical Recorders	Drycor Felt Company (paper makers and industrial) Staffordville
General Electric Company Bridgeport	Bristol Co The Waterbury	
Rockbestos Products Corp (asbestos insulated) New Haven		
Electric Hand Irons	Electrical Relays and Controls	Felt—All Purpose
Winsted Hardware Mfg Co (trade mark "Durable") Winsted	Allied Control Co Plantsville	American Felt Co (Mill & Cutting Plant) Glenville
		Chas W House & Sons Inc (Mills & Cutting Unionville
Electric Insulation	Electrical Wiring Systems	
Case Brothers Inc Manchester	Wiremold Co The Hartford	
Rogers Corporation The Manchester		
Electric Knife Sharpeners	Electronics	Fenders—Boat
Gorn Electric Company Inc The Stamford	Gray Manufacturing Company The Hartford	Sponge Rubber Products Co Inc Shelton
Electric Lighting Fixtures	Ripley Co Middletown	
Fan-Craft Mfg Co (residential, church, post lanterns) Plainville	Sturrup Larrabee & Warmers Inc Middletown	
Plume & Atwood Mfg Co The Waterbury		
Electric Motor Controls	Electroplating	Fibre Board
Arrow-Hart & Hegeman Electric Co The Hartford	National Sherardizing & Machine Co Hartford	Case Brothers Inc Manchester
	Waterbury Plating Company Waterbury	C H Norton Co The North Westchester
Electrical Outlet and Switch Boxes, and Covers		Rogers Corporation (Specialty) Manchester
General Electric Company Bridgeport		Stevens Paper Mills Inc The Windsor
Electric Panel Boards	Electroplating—Equipment & Supplies	Finger Nail Clippers
Federal Electric Products Co Inc Hartford	Enthone Inc New Haven	H C Cook Co The 32 Beaver St Ansonia
	Lea Manufacturing Co The Waterbury	
Electric Safety Switches	MacDermid Incorporated Waterbury	
Federal Electric Products Co Inc Hartford		
Electric Shavers	Electroplating Processes & Supplies	File Cards
Schick Incorporated Stamford	Enthone Inc New Haven	Standard Card Clothing Co The Stafford Springs
	United Chromium Incorporated Waterbury	
Electric Signs	Electrotypes	Firearms
United Advertising Corp New Haven	W T Barnum & Co Inc (all classes) New Haven	Colt's Manufacturing Company Hartford
	New Haven Electrotype Div Electrographic Corp New Haven	Marlin Firearms Co The New Haven
		O F Mossberg & Sons Inc New Haven
		Remington Arms Company Inc Bridgeport
		Winchester Repeating Arms Company Division Olin Industries Inc New Haven
End Milling Cutters	Elevators	Fire Hose
Pratt & Whitney Div Niles-Bement-Pond Co West Hartford	Eastern Machinery Co The (passenger and freight) New Haven	Fabrics Fire Hose (municipal and industrial) Sandy Hook
	General Elevator Service Co Hartford	
Engines	Enameling	Fireplace Goods
Pratt & Whitney Aircraft Div United Aircraft Corp (aircraft) East Hartford	Conn Metal Finishing Co Hamden	American Windshield & Specialty Co The 881 Boston Post Road Milford
Wolverine Motor Works Inc (diesel stationary marine) Bridgeport	Waterbury Plating Company Waterbury	John P Smith Co The (screens) 423-33 Chapel St New Haven
Envelopes	Enameling and Finishing	Fireproof Floor Joints
Curtis 1000 Inc Hartford	Clairglow Mfg Co Portland	Dextone Co The New Haven
United States Envelope Company Hartford Division	Baer Brothers Stamford	
Flat Springs	End Milling Cutters	Fireworks
Bristol Spring Manufacturing Co Plainville	Pratt & Whitney Div Niles-Bement-Pond Co West Hartford	M Backes' Sons Inc Wallingford
Flexible Shaft Machines	Engines	Fishing Tackle
Pratt & Whitney Div Niles-Bement-Pond Co West Hartford (Advt.)	Pratt & Whitney Aircraft Div United Aircraft Corp (aircraft) East Hartford	Bevin-Wilcox Line Co The (lines) East Hampton
	Wolverine Motor Works Inc (diesel stationary marine) Bridgeport	H C Cook Co The 32 Beaver St Ansonia
		Horton Mfg Co The (reels, rods, lines) Bristol
Flashlights	Envelopes	
Bond Electric Corporation Division of Olin Industries Inc New Haven	Curtis 1000 Inc Hartford	
Bridgeport Metal Goods Mfg Co Bridgeport	United States Envelope Company Hartford Division	
Winchester Repeating Arms Company Division Olin Industries Inc New Haven	Hartford	

IT'S MADE IN CONNECTICUT

Floor & Ceiling Plates	Grinding		
Beaton & Cadwell Mfg Co The	New Britain	Centerless Grinding Co Inc The	(Precision custom grinding; centerless, cylindrical, surfaces, internal and special)
Fluorescent Lighting Equipment			19 Staples St Bridgeport
Vanderman Manufacturing Co The	Willimantic	Farrel-Birmingham Company Inc (Roll and Cylindrical)	Ansonia
Wiremold Company The	Hartford	Hartford Special Machinery Co The (gears, threads, cams and splines)	Hartford
Food Mixing Machines			
Colt's Manufacturing Company	Hartford		
Forgings			
Clark Brothers Bolt Co	Middlalde	Pratt & Whitney Div Niles-Bement-Pond Co (Pneumatic, High Speed)	West Hartford
Consolidated Industries Inc	West Cheshire		
Heppenstall Co (all kinds and shapes)	Bridgeport		
Scovill Manufacturing Company (Non-ferrous)	Waterbury 91		
Foundries			
Connecticut Malleable Castings Co (malleable iron castings)	New Haven	Farrel-Birmingham Company Inc (Roll)	Ansonia
Farrel-Birmingham Company Inc (Iron and Steel)	Ansonia	Pratt & Whitney Div Niles-Bement-Pond Co (Surface, Die, Gear and Cutter Grinders)	West Hartford
Charles Parker Company The (iron, brass, bronze, aluminum)	Meriden	Rowbottom Machine Company Inc (cam)	Waterbury
Plainville Casting Company (gray, alloy and high tensile irons)	Plainville		
Product Machine Company The	Bridgeport		
Sessions Foundry Co The (iron)	Bristol		
Stonington Div of Emhart Manufacturing Co	Stonington		
Union Mfg Co (gray iron & semi steel)	New Britain		
Wilcox Crittenden & Co Inc (iron, brass, aluminum and bronze)	Middletown		
Foundry Riddles			
John P Smith Co The	423-33 Chapel St		
	New Haven		
Rolock Inc (brass, galvanized steel)	Fairfield		
Fuel Oil Pump and Heater Sets			
Peabody Engineering Corporation	Stamford		
Furnaces			
Norwalk Airconditioning Corp The (warm air oil fired)	South Norwalk		
Furnace Linings			
Mullite Refractories Co The (refractories, super refractories)	Shelton		
Fuses—Plug and Cartridge			
General Electric Company	Bridgeport		
Gage Blocks			
Fonda Gage Company (Fonda lifetime-carbide and steel)	Stamford		
Pratt & Whitney Div Niles-Bement-Pond Co (Alloy steel and Carbide, Hooke, and USA)	West Hartford		
Galvanizing			
Malleable Iron Fittings Co	Brabford		
Wilcox Crittenden & Co Inc	Middletown		
Galvanizing & Electrical Plating			
Gillette-Vibber Co The	New London		
Gaskets			
Auburn Manufacturing Company The (from all materials)	Middletown		
Raybestos Div of Raybestos-Manhattan Inc The	Bridgeport		
Tsingris Manufacturing & Supply Co Inc (from all materials)	Waterbury		
Gas Range Conversion Burner			
Holyoke Heater Corp of Conn., Inc	Hartford		
Gas Scrubbers, Coolers and Absorbers			
Peabody Engineering Corporation	Stamford		
Gauges			
Bristol Co The (pressure and vacuum—recording automatic control)	Waterbury		
Fonda Gage Company (special)	Stamford		
Helicoid Gage Division American Chain & Cable Co The (pressure and vacuum)	Bridgeport		
Manning Maxwell & Moore Inc	Stratford		
Pratt & Whitney Div Niles-Bement-Pond Co (Precision Measurement, all types)	West Hartford		
Gears and Gear Cutting			
Farrel-Birmingham Company Inc	Ansonia		
Hartford Special Machinery Co The	Hartford		
Glass Blowing			
Macalaster Bicknell Company	New Haven		
Glass Cutters			
Fletcher-Terry Co The	Forestville		
Glass Making Machinery			
Hartford-Empire Company Div of Emhart Manufacturing Co	Hartford		
Golf Equipment			
Horton Mfg Co The (clubs, shafts, balls, bags)	Bristol		
Greeting Cards			
A D Steinbach & Sons Inc	New Haven		
Heat Treating Salts and Compounds			
A F Holden Company The	52 Richard Street	West Haven	
Bennett Metal Treating Co The	1945 New Britain Ave	Elmwood	
New Britain-Gridley Machine Division			
The New Britain Machine Co		New Britain	
Stanley P Rockwell Co Inc The	296 Homestead Ave	Hartford	
Heat-Treating Equipment			
Bauer & Company	Hartford		
A F Holden Company The	52 Richard Street	West Haven (Main Plant)	
Autoyre Company The		Oakville	
Rock Inc (Baskets, Muffles, etc.)		Fairfield	
Stanley P Rockwell Co Inc The (commercial)	296 Homestead Ave	Hartford	
Wallace Barnes Co The Div Associated Spring Corp		Bristol	
Heating Apparatus			
Miller Company The (domestic oil burners and heating devices)	Meriden		
Heating and Cooling Coils			
G & O Manufacturing Co	New Haven		
Heavy Chemicals			
Naugatuck Chemical Division United States Rubber Co (sulphuric, nitric and muriatic acids and aniline oil)	Naugatuck		
Hex-Socket Screws			
Bristol Company The	Waterbury		
Holo-Krome Screw Corp The	West Hartford		
Highway Guard Rail Hardware			
Malleable Iron Fittings Co	Branford		
Hinges			
Homer D Bronson Company	Beacon Falls		
Hobs and Hobbing			
ABA Tool & Die Co	Manchester		
Pratt & Whitney Div Niles-Bement-Pond Co (Die and Thread Milling)	West Hartford		
Hoists			
J-B Engineering Sales Co	New Haven		
Hoists and Trolleys			
Union Mfg Company	New Britain		
Home Laundry Equipment			
General Electric Company	Bridgeport		
Hose—Flexible Metallic			
American Brass Co	Waterbury		
American Metal Hose Branch			
Hose Supporter Trimmings			
Hawie Mfg Co The (So-Lo Grip Tabs)	Bridgeport		
Hospital Signal Systems			
Conn Telephone & Electric Corp	Subsidiary of Great American Industries Inc	Meriden	
Hot Water Heaters			
Petroleum Heat & Power Co	(Instantaneous domestic oil burner)	Stamford	
Hydraulic Brake Fluids			
Eis Manufacturing Co	Middletown		
Hydraulic Controls			
Sperry Products Inc	Danbury		
Inductors			
C G S Laboratories Inc	Stamford		
Industrial Finishes			
Atlas Powder Co Zapon Div	Stamford		
Chemical Coatings Corporation	Rocky Hill		
United Chromium Incorporated	Waterbury		
Industrial and Masking Tapes			
Seamless Rubber Company The	New Haven		
Industrial Tools—Powder Actuated			
Remington Arms Company Inc	Bridgeport		
Infra-Red Equipment			
Leeds Electric and Mfg Co The	Hartford		
Insecticides			
American Cyanamid Company	Waterbury		
Darworth Incorporated ("Coracide" DDT Dispenser)	Simsbury		
Insecticide Bomb			
Bridgeport Brass Company (Aer-a-sol)	Bridgeport		
Insulated Wire & Cable			
General Electric Company	Bridgeport		
Kerite Company The	Seymour		
Insulated Wire & Cable Machinery			
Davis Electric Company	Wallingford		
Instruments			
Bristol Company The	Waterbury		
J-B Instruments Inc (Electrical and Temperature)	New Haven		
Manning Maxwell & Moore Inc	Stratford		
Pratt & Whitney Div Niles-Bement-Pond Co (Precision Measuring)	West Hartford		
Insulation			
Gilman Brothers Co The			
Gilman (Advt.)			

IT'S MADE IN CONNECTICUT

Inter-Communications Equipment		Leather Dog Furnishings	Machinery
Conn Telephone & Electric Corp Subsidiary of Great American Industries Inc	Meriden	Andrew B Hendryx Co The New Haven	Fenn Manufacturing Company The (special)
Interval Timers		The Smith-Worthington Saddlery Co Hartford	Hartford
LUX Clock Manufacturing Company Rhodes Inc M H	Waterbury Hartford	G E Prentice Mfg Co The Kensington	Globe Tapping Machine Company (dial type drilling and tapping)
Ironing Machines—Electric		Leather Goods Trimmings	Bridgeport
General Electric Company	Bridgeport	Auburn Manufacturing Company The (packings, cubs, washers, etc)	Hallden Machine Company The (mill)
Jacquard		Leather, Mechanical	Thomas
Case Brothers Inc	Manchester	Lehman Brothers Inc (designers, engravers, lithographers)	Torrington Manufacturing Co The (mill)
Japanning		Letterheads	Torrington
J H Sessions & Son	Bristol	General Electric Company	Machinery—Bolt and Nut
Jig Borer		Bridgeport	Waterbury Farrel Foundry & Machine Co The
Moore Special Tool Co (Moore)	Bridgeport	Lighting Accessories—Fluorescent	Waterbury
Pratt & Whitney Div Niles-Bement-Pond Co	West Hartford	General Electric Company	Waterbury
Jig Grinder		Lighting Equipment	Machinery—Cold Heading
Moore Special Tool Co (Moore)	Bridgeport	Miller Co The (Miller, Duplexalite, Ivanhoe)	Waterbury Farrel Foundry & Machine Co The
Jointing		United Manufacturing Co	Waterbury
Raybestos Div of Raybestos-Manhattan Inc The (compressed sheets)	Bridgeport	Lime	Machinery Dealers & Rebuilders
Keller Machines		New England Lime Company	Botwinik Brothers New Haven
Pratt & Whitney Div Niles-Bement-Pond Co	West Hartford	Bridgeport Metal Goods Mfg Co	J L Lucas and Son Fairfield
Key Blanks		Lipstick Containers	State Machinery Co Inc New Haven
Corbin Cabinet Lock Div American Hardware Corp	New Britain	O'Toole & Sons Inc T	Machinery—Extruding
Sargent & Company	New Haven	Kellogg & Bulkeley A Division of Connecticut Printers Inc	Standard Machinery Co The
Yale & Towne Manufacturing Company The	Stamford	Lehman Brothers Inc	Mystic
Labels		A D Steinbach & Sons	Machinery—Metal-Working
J & J Cash Inc (Woven)	South Norwalk	Eagle Lock Co The	Bristol Metal-Working Equipment
Naugatuck Chemical Division United States Rubber Co (for rubber articles)	Naugatuck	P & F Corbin	Waterbury
Label Moisteners		Excelsior Hardware Co The	Pratt & Whitney Div Niles-Bement-Pond Co
Better Packages Inc	Shelton	Yale & Towne Manufacturing Company The	West Hartford
Laboratory Equipment		Locks—Banks	Machinery—Nut
Eastern Industries Inc	New Haven	Eagle Lock Co The	Waterbury Farrel Foundry & Machine Co The
Laboratory Supplies		Locks—Builders	(forming and tapping)
Macalaster Bicknell Company	New Haven	Eagle Lock Co The	Waterbury
Laces		Locks—Cabinet	Machinery—Screw and Rivet
Wilcox Lace Corporation The	Middletown	Eagle Lock Co The	Waterbury Farrel Foundry & Machine Co The
Laces and Nettings		Locks—Special Purpose	Waterbury
Wilcox Lace Corporation The	Middletown	Eagle Lock Co The	Machinery—Wire Drawing
Lacquers & Synthetic Enamels		Locks—Suitcase	Waterbury Farrel Foundry & Machine Co The
Atlas Powder Co Zapon Div	Stamford	Eagle Lock Co The	Waterbury
Baer Brothers	Stamford	Locks—Trunk	Machinery—Wire Straightening
Chemical Coatings Corporation	Rocky Hill	Eagle Lock Co The	Mettler Machine Tool Inc
Dagmar Chemical Company Inc	Glenbrook	Locks—Trunk	New Haven
United Chromium Incorporated	Waterbury	Eagle Lock Co The	Machines
Ladders		Corbin Cabinet Lock Div American Hardware Corp	Campbell Machine Div American Chain & Cable Co Inc (cutting & nibbling)
A W Flint Co	196 Chapel St New Haven	Eagle Lock Co The	Bridgeport
Lamps		Corbin Cabinet Lock Div American Hardware Corp	Coultier & McKenzie Machine Co The (special, new development engineering design and construction)
Plume & Atwood Mfg Co The (metal oil)	Waterbury	Eagle Lock Co The	Bridgeport
Lampholders—Incandescent and Fluorescent		Corbin Cabinet Lock Div American Hardware Corp	Patent Button Company The
General Electric Company	Bridgeport	Eagle Lock Co The	Waterbury
Lamp Shades		Excelsior Hardware Co The	Machines—Automatic
Verplex Company The	Essex	Eagle Lock Co The	A H Nilson Mach Co The (Special)
Lathes—Contin-U-Matic		Excelsior Hardware Co The	Machines—Automatic Chucking
Bullard Company The (vertical multi-spindle-continuous turning type)	Bridgeport	Eagle Lock Co The	Bullard Company The
Lathes—30H Man-Au-Trol		Excelsior Hardware Co The	New Britain-Gridley Machine Division
Bullard Company The (horizontal 3 spindle)	Bridgeport	Eagle Lock Co The	The New Britain Machine Co (multiple spindle and double end)
Lathes—Multi-Au-Matic		Excelsior Hardware Co The	Pratt & Whitney Div Niles-Bement-Pond Co (Potter & Johnson)
Bullard Company The (vertical multi-spindle-indexing type)	Bridgeport	Excelsior Hardware Co The	West Hartford
Lathes—Toolroom and Automatic		Excelsior Hardware Co The	Machines—Automatic Screw
Pratt & Whitney Div Niles-Bement-Pond Co	West Hartford	Eagle Lock Co The	New Britain-Gridley Machine Division
Lathes—Vertical Turret		Excelsior Hardware Co The	The New Britain Machine Co (single and multiple spindle)
Bullard Company The (single spindle)	Bridgeport	Eagle Lock Co The	Machines—Automatic Shaft Turning
Laundry Roll Covers		Excelsior Hardware Co The	Bullard Company The (30H lathe—horizontal 3 spindle)
Atlas Powder Co Zapon Div	Stamford	Excelsior Hardware Co The	Machines—Brushing
Lead Plating		Excelsior Hardware Co The	Bullard Company The
Christie Plating Co The	Groton	Excelsior Hardware Co The	Hartford
Leather		Excelsior Hardware Co The	Machines—Conveyor
Herman Roser & Sons Inc (Genuine Pigskin)	Glastonbury	Excelsior Hardware Co The	Bullard Company The (Bullard-Dunn rotary conveyor indexing type)
Geo A Shepard & Sons Co The (sheepskin, shoe upper, garment, grain and suede)	Bethel	Excelsior Hardware Co The	Bridgeport
Machine Tools		Excelsior Hardware Co The	Machines—Contin-U-Matic
Bullard Company The	Bridgeport	Excelsior Hardware Co The	Bullard Company The (vertical multi-spindle—continuous turning)
Pratt & Whitney Div Niles-Bement-Pond Co	West Hartford	Excelsior Hardware Co The	Machines—Draw Benches
Machine Work		Excelsior Hardware Co The	Fenn Manufacturing Company The
Bullard Company The	Bridgeport	Excelsior Hardware Co The	Machines—Drill Spacing
Parker Stamp Works Inc The (Special)	Bridgeport	Excelsior Hardware Co The	Bullard Company The (Man-Au-Trol spacer—used in conjunction with radical drills)
Machetes		Excelsior Hardware Co The	Bridgeport
Collins Company The	Collinsville	Excelsior Hardware Co The	Machines—Drop Hammers
Machetes		Excelsior Hardware Co The	Fenn Manufacturing Company The
Bullard Company The	Bridgeport	Excelsior Hardware Co The	Machines—Forming
Pratt & Whitney Div Niles-Bement-Pond Co	West Hartford	Excelsior Hardware Co The	A H Nilson Mach Co The (four-slide wire and ribbon stock)
Machetes		Excelsior Hardware Co The	Machines—Multi-Au-Matic
Producto Machine Company The	Bridgeport	Excelsior Hardware Co The	Bullard Company The
Machetes		Excelsior Hardware Co The	Machines—Paper Ruling
Bullard Company The	Bridgeport	Excelsior Hardware Co The	John McAdams & Sons Inc
Machetes		Excelsior Hardware Co The	Machines—Pipe & Bolt Threading
Bullard Company The	Bridgeport	Excelsior Hardware Co The	Capewell Mfg Co The
Machetes		Excelsior Hardware Co The	Hartford (Advt.)

IT'S MADE IN CONNECTICUT

Machines—Precision Boring

New Britain-Gridley Machine Division
The New Britain Machine Co New Britain

Machines—Rolling

Fenn Manufacturing Company The Hartford

Machines—Slotting

Globe Tapping Machine Company The (High Production Screw Head Slotting) Bridgeport
Waterbury Farrel Foundry & Machine Co The Waterbury
(screw head)

Machines—Special

Fuller Brush Co The Hartford

Machines—Swaging

Fenn Manufacturing Company The Hartford

Machines—Thread Rolling

Hartford Special Machinery Co The Hartford
Waterbury Farrel Foundry & Machine Co The Waterbury

Machines—Turks Head

Fenn Manufacturing Company The Hartford

Machines—Well Drilling

Consolidated Industries West Cheshire

Machines—Wire Drawing

Fenn Manufacturing Company The Hartford

Mail Boxes

Airline Manufacturing Company The Warehouse Point
Mail Boxes, Apartment & Residential

Corbin Cabinet Lock Div American Hardware Corp New Britain

Mailing Machines

Pitney-Bowes Inc Stamford

Manicure Instruments

W E Bassett Company The Derby

Manganese Bronze Ingot

Whipple and Choate Company Bridgeport

Marine Engines

Kilborn-Sauer Company (running lights and searchlights) Fairfield
Lathrop Engine Co The Mystic

Marine Equipment

Wilcox Crittenden & Co Inc Middletown

Marine Reserve Gears

Snow-Nabstdt Gear Corp The New Haven

Marking Devices

Hoggson & Pettis Mfg Co The New Haven
Parker Stamp Works Inc The (steel) Hartford

Matrices

W T Barnum & Co Inc New Haven

Mattresses

Waterbury Mattress Co Waterbury

Mechanics Hand Tool

Bridgeport Hdwe Mfg Corp The (screw drivers, wrenches, pliers, cold chisels, hammers, auto repair tools) Bridgeport

Metal Boxes and Displays

Durham Manufacturing Company The Durham
Merriam Mfg Co (Bond, Security, Cash, Utility, Personal Files, Drawer Safes, Custombilt containers and displays) Durham

Metal Cleaners

Apothecaries Hall Co Waterbury
Enthone Inc New Haven
MacDermid Incorporated Waterbury

Metal Cleaning Machines

Colt's Manufacturing Company Hartford

Metal Finishes

Enthone Inc New Haven
Mitchell-Bradford Chemical Co Bridgeport
United Chromium Incorporated Waterbury

Metal Finishing

National Sherardizing & Machine Co Hartford
Waterbury Plating Company Waterbury

Metal Formings

Master Engineering Company West Cheshire

Metalizing

Conn Metal Finishing Co Hamden

Metal Novelties

H C Cook Co The 32 Beaver St Ansonia

Metal Products—Stampings

American Brass Company The Waterbury
J H Sessions & Son Bristol
Scovill Manufacturing Company (Made-to-Order) Waterbury 91

Metal Specialties

Excelsior Hardware Co The

Stamford

Metal Stampings

American Brass Company The

Waterbury

Autoyre Co The (Small) Oakville

Bridgeport

Bridgeport Chain & Mfg Co Naugatuck

Stamford

DooVal Tool & Mfg Inc The

Excelsior Hardware Co The

Greist Mfg Co The New Haven

503 Blake St Ansonia

H C Cook Co The 32 Beaver St Ansonia

West Cheshire

Master Engineering Company

(metal fabrications)

J A Otterbein Company The

Middletown

J H Sessions & Son Bristol

Waterbury

Patent Button Co The Kensington

Waterbury

G E Prentice Mfg Co The Unionville

New Britain

Plume & Atwood Mfg Co The Stanley Works The

Hartford

Saling Manufacturing Company

Shoe Hard-

ware Division

Ware

Stanley Tool & Machine Co The United States Rubber Company

Essex

Waterbury Lock & Specialty Co The

Milford

Meters—Gas

Sprague Meter Company

Bridgeport

Meters—Parking

Rhodes Inc M H Hartford

Microscope—Measuring

Lundeberg Engineering Company

Hartford

Milk Bottle Carriers

John P Smith Co The 423-33 Chapel St

New Haven

Millboard

Raybestos Div of Raybestos-Manhattan Inc The

Bridgeport (asbestos)

Millwork

Hartford Builders Finish Co

Hartford

Milling Machines

Pratt & Whitney Div Niles-Bement-Pond Co

West Hartford

(Keller Tracer—Controlled Milling Machines)

West Hartford

Rowhottom Machine Company Inc (cam)

Waterbury

Mill Supplies

Wilcox Crittenden & Co Inc

Middletown

Minute Minders

Lux Clock Mfg Co The

Waterbury

Mirror Rosettes and Hangers

Waterbury Companies Inc

Waterbury

Mixing Equipment

Eastern Industries Inc

New Haven

Mops

Fuller Brush Co The

Hartford

Moulded Plastic Products

Colt's Manufacturing Company

Hartford

Patent Button Co The

Waterbury

Waterbury Companies Inc

Waterbury

Watertown Mfg Co The 117 Echo Lake Road

Watertown

Mouldings

Himmel Brothers Co The (architectural, metal

Hamden

and store front)

Moulds

ABA Tool & Die Co

Manchester

Hoggson & Pettis Mfg Co The (steel)

New Haven

114 Brewery St

Hamden

Lundeberg Engineering Company (plastics)

Hartford

Parker Stamp Works Inc The (compression

Hartford

injection & transfer for plastics)

Hartford

Sessions Foundry Co The (heat

resisting for

non-ferrous metals)

Bristol

Napier Clothing

Standard Card Clothing Co The (for textile

Stafford Springs

Nettings

Wilcox Lace Corp The

Middletown

Nickel Anodes

Apothecaries Hall Co

Waterbury

Seymour Mfg Co The

Seymour

Nickel Silver

American Brass Company The

Waterbury

Plume & Atwood Mfg Co The

Thomaston

Seymour Mfg Co The

Seymour

Waterbury Rolling Mills Inc (sheets, strips,

Waterbury

rolls)

Waterbury

Western Brass Mills Division of Olin Industries Inc (sheet, strip)

Olin Industries

New Haven

New Haven

Nickel Silver Ingot

Whipple and Choate Company The

Bridgeport

Night Latches

P & F Corbin Division The American Hardware Corp

New Britain

Sargent & Company

New Haven

Yale & Towne Manufacturing Company The

Stamford

Non-ferrous Metal Castings

Miller Company The

Meriden

Underwood Corporation

Bridgeport & Hartford

Printers Inc

Hartford

Nuts, Bolts and Washers

Clark Brothers Bolt Co

Milldale

Office Equipment

Pitney-Bowes Inc

Stamford

Underwood Corporation

Bridgeport & Hartford

Printers Inc

Hartford

Offset Printing

Kellogg & Bulkley A Division of Connecticut

Printers Inc

Printers Inc

Hartford

Oil Burners

Malleable Iron Fittings Co (domestic)

Branford

Miller Company The (domestic)

Meriden

Peabody Engineering Corp (Mechanical and/or

Steam Atomizer)

Petroleum Heat & Power Co (domestic, commercial and industrial)

Stamford

Silent Glow Oil Burner Corp The

Hartford

1477 Park St

Hartford

Oil Burner Wicks

Raybestos Div of Raybestos-Manhattan Inc The

Bridgeport

Printers Inc

Bridgeport

Oil Tanks

Norwalk Tank Co The (550 to 30M gals, under-

writers above and under ground)

Waterbury

South Norwalk

Whitlock Manufacturing Co The

Hartford

Optical Cores & Ingots

Plume & Atwood Mfg Co The

Thomaston

Outlets—Electric

General Electric Company

Bridgeport

Ovens—Electric

Bauer & Company

Hartford

Package Sealers

Better Packages Inc

Shelton

Packaging

Local Industries Inc (merchandising displays

Lakeville

and packaging in wood)

Packaging Machinery

Colt's Manufacturing Company (box making

Hartford

machinery. Trade mark "Rite Size")

Hartford

Standard-Knapp Division of Emhart Manu-

facturing Co

Portland

Packing

Auburn Manufacturing Company The (leather,

Montville

rubber, asbestos, fibre)

Montville

Raybestos Div of Raybestos-Manhattan Inc The

(rubber sheet and automotive)

Bridgeport

Pads—Office

The Baker Goodyear Company

New Britain

Padlocks

Corbin Cabinet Lock Div American Hardware

Corp

New Britain

Sargent & Company

New Haven

Yale & Towne Manufacturing Company The

Stamford

Waterbury Lock & Specialty Co The

Millford

Paints

Baer Brothers

Stamford

Staminate Corp The

New Haven

Panta

Moore Special Tool Co (crush wheel dresser)

Bridgeport

Paperboard

Gair Company Inc Robert

Montville

Robertson Paper Box Co

Montville

IT'S MADE IN CONNECTICUT

Paper Mill Machinery Farrel-Birmingham Company Inc	Ansonia	Plastic—Moulders Colt's Manufacturing Company Conn Plastics General Electric Company Geo S Scott Mfg Co The Waterbury Companies Inc Watertown Mfg Co The	Hartford Waterbury Meriden Wallingford Waterbury Watertown	Printing Machinery Banthin Engineering Co (automatic) Thomas W Hall Company	Bridgeport Stamford
Paper Tubes and Cores Sonoco Products Co (Climax-Lowell) Div	Mystic	Plastics—Moulds & Dies Parker Stamp Works Inc The (for plastics)	Hartford	Printing Rollers Chambers-Storck Company Inc The (engraved)	Norwich
Parallel Tubes Sonoco Products Co (Climax-Lowell) Div	Mystic	Plasticrete Bloc Plasticrete Corp	Hamden	Production Control Equipment United Cinephone Corporation Wassell Organization (Produc-Trol)	Torrington Westport
Parkerizing Clairglow Mfg Company	Portland	Plates—Switch General Electric Company	Bridgeport	Production Welding Consolidated Industries	West Cheshire
Parking Meters Rhodes Inc M H	Hartford	Plates American Metal Products Company Inc	Bridgeport	Profilers Pratt & Whitney Div Niles-Bement-Pond Co	West Hartford
Passenger Car Sander Conn Telephone & Electric Corp Subsidiary of Great American Industries Inc	Meriden	Platers' Equipment Apothecaries Hall Company Conn Metalcraft Inc Lee Manufacturing Co The MacDermid Incorporated	Waterbury New Haven Waterbury Waterbury	Propellers—Aircraft Hamilton Standard Propellers Div United Aircraft Corp	East Hartford
Pattern-Makers Farrel-Birmingham Company Inc	Ansonia	Platers' Metal Plume & Atwood Mfg Co The	Thomaston	Publishers O'Toole & Sons Inc T	Stamford
Penlights Bridgeport Metal Goods Mfg Co	Bridgeport	Plating Christie Plating Co The (including lead plating) Conn Metal Finishing Co	Groton Hamden	Pumps Yale & Towne Manufacturing Company The (Tri-rotor)	Stamford
Pet Furnishings Andrew B Hendrix Co The	New Haven	Plating Processes and Supplies Enthone Inc United Chromium Incorporated	New Haven Waterbury	Pumps—Small Industrial Eastern Industries Inc	New Haven
Pharmaceutical Specialties Ernst Bischoff Company Inc	Ivoryton	Plumbers' Brass Goods Bridgeport Brass Co Keeney Mfg Co The (special bends) Scovill Manufacturing Company	Bridgeport New Haven Waterbury	Pump Valves Colt's Manufacturing Company	Hartford
Phosphor Bronze American Brass Company The Miller Company The (sheets, strips, rolls)	Waterbury Meriden	Plumbing Specialties John M Russell Mfg Co Inc	Naugatuck	Punches Hoggson & Pettis Mfg Co The (ticket & cloth) 141 Brewery St	New Haven
Seymour Mfg Co The Waterbury Rolling Mills Inc (sheets, strips, rolls)	Seymour Waterbury	Pole Line Hardware Malleable Iron Fittings Co	Branford	Putty Softeners—Electrical Fletcher Terry Co The	Box 415 Forestville
Western Brass Mills Division of Olin Industrial Inc (sheet, strip)	New Haven	Police Equipment The Smith-Worthington Saddlery Co	Hartford	Pyrometers Bristol Co The (recording and controlling)	Waterbury
Phosphor Bronze Ingots Whipple and Choate Company The	Bridgeport	Polishing Wheels Williamsville Buff Div The Bullard Clark Company	Clinton	Radiation—Baseboard Convectors Hoff Manufacturing Company	Bethany
Photographic Equipment Kalart Company Inc	Plainville	Poly Chokes Poly Choke Company The (a shotgun choking device)	Tariffville	Radiation-Finned Copper Bush Manufacturing Co G & O Manufacturing Company The	West Hartford
Piano Repairs Pratt Read & Co Inc (keys and action)	Ivoryton	Postage Meters Pitney Bowes Inc	Stamford	Vulcan Radiator Co The (steel and copper)	New Haven
Piano Supplies Pratt Read & Co (keys and actions, backs, plates)	Ivoryton	Power Presses Fenn Manufacturing Company The	Hartford	Radiators—Engine Cooling G & O Manufacturing Co	Hartford
Pile Fabrics Sidney Blumenthal & Co Inc (For furniture, automobiles, railroads, women's wear, toys)	Shelton	Powered Metal Products American Sintered Alloys Inc	Bethel	Rayon Specialties Hartford Rayon Corporation The	Rocky Hill
Pin Up Lamps Verplex Company The	Essex	Prefabricated Buildings City Lumber of Bridgeport Inc The	Bridgeport	Rayon Yarns Hartford Rayon Corporation The	Rocky Hill
Pipe American Brass Co The (brass and copper)	Waterbury	Premium Specialties Waterbury Companies Inc	Waterbury	Reamers O K Tool Co Inc The (inserted tooth) 33 Hull St	Shelton
Bridgeport Brass Co (brass and copper)	Bridgeport	Preservatives—Wood, Rope, Fabric Darworth Incorporated ("Cuprinol")	Simsbury	Pratt & Whitney Div Niles-Bement-Pond Co (All types)	West Hartford
Chas Brass & Copper Co (red brass and copper)	Bridgeport	Press Papers Case Brothers Inc	Manchester	Recorders Bristol Co The (automatic controllers, temperature, pressure, flow, humidity)	Waterbury
Crane Company (fabricated)	Waterbury	Presses Farrel-Birmingham Company Inc (Hydraulic)	Ansonia	Reduction Gears Farrel-Birmingham Company Inc	Ansonia
Howard Co (cement well and chimney)	Bridgeport	Presses—Molding Standard Machinery Co The (compression and transfer molding, automatic and semi-automatic)	Hartford	Snow-Nabsted Gear Corp The	New Haven
Pipe Fitters' Hand Tools & Machines	New Haven	Presses—Power Waterbury Farrel Foundry & Machine Co The	Waterbury	Refractories Howard Company	New Haven
Capewell Mfg Co The	Hartford	Pressure Vessels Norwalk Tank Co Inc The (unfired to ASME Code Par U 69-70)	South Norwalk	Refrigeration Bowser Technical Refrigeration Div Bowser Inc (high altitude, low temperature)	Terryville
Pipe Fittings Corley Co Inc	Plainville	Printing Case Lockwood & Brainard A Division of Connecticut Printers Inc	Hartford	Regulators Norwalk Valve Company (for gas and air)	South Norwalk
Malleable Iron Fittings Co	Brantford	Finlay Brothers	Hartford	Sorensen & Company Inc	Stamford
Pipe Plugs Holo-Krome Screw Corporation The (countersunk)	West Hartford	Hemlinway Corporation The	Waterbury	Remote Control Wiring General Electric Company	Bridgeport
Pipe Plugs—Socketed Holo-Krome Screw Corp The	West Hartford	Lehman Brothers Inc	Hartford	Resistance Wire C O Jeliff Mfg Co The (nickel chromium, copper nickel, iron chromium, aluminum)	Southport
Naugatuck Chemical Division United States Rubber Co	Naugatuck	Taylor & Greenough Co The	New Haven	Kanthal Corporation The (Kanthal A-1, A, D, DS)	Stamford
Sponge Rubber Products Co Inc (expanded cellular)	Shelton	T B Simonds Inc	Wethersfield	Respirators American Optical Company Safety Division	Putnam
Plastic Bottles Plax Corporation, subsidiary of Emhart Manufacturing Co	Emhart	A D Steinbach & Sons	Hartford	Retainers Hartford Steel Ball Co The (bicycle & automotive)	Hartford
Plastic Buttons Frank Parizek Manufacturing Co The	West Hartford	The Walker-Rackliff Company	New Haven	Riveting Machines Grant Mfg & Machine Co The	Bridgeport
Patent Button Co The	West Willington			H P Townsend Manufacturing Co The	
Plastic Gems Colt's Manufacturing Company	Waterbury			L-R Mig Div of The Ripley Co	Elmwood
Plastic Films and Sheet Plax Corporation, subsidiary of Emhart Manufacturing Co	West Hartford			Raybestos Div of Raybestos-Manhattan Inc The (brake service equipment)	Torrington
Plastic Rod and Tubing Plax Corporation, subsidiary of Emhart Manufacturing Co	West Hartford				Bridgeport (Advt.)
Plastics Machinery Farrel-Birmingham Company Inc	Ansonia				

IT'S MADE IN CONNECTICUT

Rivets

Blake & Johnson Co The (brass, copper and non-ferrous) Waterville
 Clark Brothers Bolt Co Milldale
 Connecticut Manufacturing Company The Waterbury
 Plume & Atwood Mfg Co The Waterbury
 Raybestos Div of Raybestos-Manhattan Inc The (brass and aluminum tubular and solid copper) Waterbury
 Raybestos Div of Raybestos-Manhattan Inc The (iron) Bridgeport
 Raybestos Div of Raybestos-Manhattan Inc The Bridgeport

Rods

American Brass Company The (copper, brass, bronze) Waterbury
 Bristol Brass Corp The (brass and bronze) Bristol
 Scovill Manufacturing Company (brass and bronze) Waterbury 91

Roller Skates

Winchester Repeating Arms Company Division Olin Industries Inc New Haven

Rolling Mills and Equipment

Farrel-Birmingham Company Inc Ansonia
 Waterbury Farrel Foundry & Machine Co The Waterbury

Rolls

Farrel-Birmingham Company Inc (Chilled and Alloy Iron, Steel) Ansonia

Rope Wire

American Steel & Wire Div of U S Steel New Haven

Rubber Chemicals

Naugatuck Chemical Division United States Rubber Co Naugatuck
 Stamford Rubber Supply Co The ("Factice" Vulcanized Vegetable Oils) Stamford

Rubber-Cellular

Sponge Rubber Products Co Inc Shelton

Rubberized Fabrics

Duro-Gloss Rubber Co The New Haven

Rubber Footwear

Goodyear Rubber Co The Middletown
 United States Rubber Company (Keds, Kedettes, Gaytees, U S Royal Footwear) Naugatuck

Rubber Gloves

Seamless Rubber Company The New Haven

Rubber—Handmade Specialties

Seamless Rubber Company The New Haven

Rubber Latex Compounds and Dispersions
 Naugatuck Chemical Division United States Rubber Co (coating, impregnating and adhesive compounds) Naugatuck

Rubber Mill Machinery

Farrel-Birmingham Company Inc Ansonia

Rubber—Molded Specialties

Seamless Rubber Company The New Haven

Rubber Products—Mechanical

Auburn Manufacturing Company The (washers, gaskets, molded parts) Middletown
 Canfield Co The H O Bridgeport
 Seamless Rubber Company The New Haven

Rubber—Reclaimed

Naugatuck Chemical Division United States Rubber Co Naugatuck

Rubbish Burners

John P Smith Co The 423-33 Chapel St New Haven

Saddlery

The Smith-Worthington Saddlery Co Hartford

Safety Clothing

American Optical Company Safety Division Putnam

Safety Fuses

Ensign-Bickford Co The (mining & detonating) Simsbury

Safety Gloves and Mittens

American Optical Company Safety Division Putnam

Safety Goggles

American Optical Company Safety Division Putnam

Saw Blades—Hack

Capewell Mfg Co The Hartford

Saws—Metal & Wood Cutting Band

Capewell Mfg Co The Hartford

Saws, Band, Metal Cutting

Atlantic Saw Mfg Co New Haven

Scales—Industrial Dial

Kron Company The Bridgeport

Scissors

Acme Shear Company The Bridgeport

Screens

Hartford Wire Works Co The (Windows, Doors and Porches) Hartford

Screw Caps

Weimann Bros Mfg Co The (small for bottles) Derby

Screw Machines

H P Townsend Mfg Company The Elmwood

Screw Machine Accessories

Barnaby Manufacturing and Tool Company Bridgeport

Screw Machine Products

Apex Tool Co Inc The Bridgeport

Blake & Johnson Co The Waterville

Centerless Grinding Co Inc The (Heat treated and ground type only) 19 Staples Street

Connecticut Manufacturing Company The Waterbury

Consolidated Industries West Cheshire

Eastern Machine Screw Corp The New Haven

Truman & Barclay Sts Winsted

Fairchild Screw Products Inc Hartford

Franklin Screw Machine Co The (up to 1 1/2" capacity)

Greist Mfg Co The (Up to 1 1/2" capacity)

Humason Mfg Co The New Haven

Lowe Mfg Co The Wethersfield

National Automatic Products Company The Berlin

Nelson's Screw Machine Products Plantsville

New Britain Machine Company The New Britain

Olson Brothers Company (up to 3/4" capacity) Plainville

Olson & Sons R P Southington

Peck Spring Co The Plainville

Plume & Atwood Mfg Co The Waterbury

Scovill Manufacturing Company Waterbury 91

Wallace Metal Products Co Inc New Haven

Waterbury Machine Tools & Products Co (Brown & Sharpe and Davenport) Waterbury

Waterville Mfg Co The Waterville

Screw Machine Tools

American Cam Company Inc (Circular Form Tools) Hartford

Pratt & Whitney Div Niles-Bement-Pond Co (Reamers, Taps, Dies, Blades and Knurls) West Hartford

Somma Tool Co (precision circular form tools) Waterbury

Screws

American Screw Company Willimantic

Atlantic Screw Works (wood) Hartford

Blake & Johnson Co The (machine and wood) Waterville

Bristol Company The (socket set and socket cap screws) Waterbury

Clark Brothers Bolt Co Milldale

Connecticut Mfg Co The (machine) Waterbury

Eagle Lock Co The Terryville

Holo-Krome Screw Corporation The (socket set and socket cap) West Hartford

Scovill Manufacturing Company Waterbury 91

Superior Manufacturing Co The Winsted

Screws—Sockets

Allen Manufacturing Company The Hartford

Holo-Krome Screw Corp The West Hartford

Sealing Tape Machines

Better Packages Inc Shelton

Sewing Machines

Greist Mfg Co The (Sewing Machine attachments) 503 Blake St New Haven

Merrow Machine Co The (Industrial) Hartford

Singer Manufacturing Company The (industrial) Bridgeport

Shaving Soaps

J B Williams Co The Glastonbury

Shears

Acme Shear Co The (household) Bridgeport

Shells

Wolcott Tool and Manufacturing Company Inc Waterbury

Sheet Metal Products

Airline Manufacturing Company The Warehouse Point

American Brass Co The (brass and copper) Waterbury

Merriam Mfg Co (security boxes, fitted tool boxes, tackle boxes, displays) Durham

Plume & Atwood Mfg Co The Waterbury

United Advertising Corp Manufacturing Division (Job and Production Runs) New Haven

Sheet Metal Stamping

American Brass Company The Waterbury

American Buckle Co The West Haven

Doo-Vol Tool & Mfg Inc The Naugatuck

J H Sessions & Son Bristol

Patent Button Co The Waterbury

Plume & Atwood Mfg Co The Waterbury

Shipments Sealers

Better Packages Inc Shelton

Showcase Lighting Equipment

Wiremold Company The Hartford

Signals

H C Cook Co The (for card files) 32 Beaver St Ansonia

Silk Screening on Metal

Merriam Mfg Co (Displays and Specialties, to order) Durham

Sizing and Finishing Compounds

American Cyanamid Company Waterbury

Slide Fasteners

G E Prentice Mfg Co The Kensington

North & Judd Manufacturing Co New Britain

Patent Button Co The Waterbury

Slings

American Steel & Wire Div of U S Steel New Haven

Smoke Stacks

Bigelow Company The (steel) New Haven

Soap

J B Williams Co The (industrial soaps, toilet soaps, shaving soaps) Glastonbury

Solder—Soft

Torrey S Crane Company Plantsville

Special Machinery

Farrel-Birmingham Company Inc Ansonia

H P Townsend Mfg Company The Elmwood

Lundeberg Engineering Company Hartford

National Sherardizing & Machine Co (mandrels & stock shells for rubber industry) Hartford

Swan Tool & Machine Co The Hartford

Special Parts

Greist Mfg Co The (small machines, especially precision stampings) New Haven

J H Sessions & Son Bristol

Special Industrial Locking Devices

Co-bin Cabinet Lock Div American Hardware Corp

Special Tools & Dies

Lundeberg Engineering Company Hartford

Spinnings

American Metal Products Company Inc Bridgeport

Gray Manufacturing Company The Hartford

Sponge Rubber

Sponge Rubber Products Co The United States Rubber Company Shelton

Naugatuck

Spray Painting Equipment and Supplies

Lea Manufacturing Co The Waterbury

Spring Coiling Machines

Torrington Manufacturing Co The Torrington

Spring Units

Owen Silent Spring Division American Chain & Cable Company Inc Bridgeport

Spring Washers

Wallace Barnes Co The Div Associated Spring Corp Bristol

(Advt.)

IT'S MADE IN CONNECTICUT

Springs—Cell & Plat	Steel Strapping	Thread
Bristol Spring Manufacturing Co	Plainville	American Thread Co The
Foursome Manufacturing Company	Bristol	Belding Heminway Corticelli
Han-Dee Spring and Manufacturing Co	The	Gardner Hall Jr Co The (cotton sewing)
(Coil and Flat)	Hartford	South Willington
Humason Mfg Co The	Forestville	Max Pollack & Co Inc Groton and Willimantic
Newcomb Spring Corp	The Bridgeport Division	Wm. Johl Manufacturing Co
New England Spring Manufacturing Company	Bridgeport	Mystic
Peck Spring Co The	Plainville	
Wallace Barnes Co The Div Associated Spring Corp	Unionville	
Springs—Flat	Stop Clocks, Electric	Thread Gages
Bristol Spring Manufacturing Co	Plainville	Pratt & Whitney Div Niles-Bement-Pond Co
Foursome Manufacturing Company	Bristol	West Hartford
Wallace Barnes Co The Div Associated Spring Corp	Bristol	
New England Spring Manufacturing Company	Unionville	
Springs—Furniture	Straps, Leather	Thread Milling Machines
Owen Silent Spring Division American Chain & Cable Company Inc	Plainville	Pratt & Whitney Div Niles-Bement-Pond Co
	Bridgeport	West Hartford
Springs—Wire	Studio Couches	Thread Rolling Machinery
Bristol Spring Manufacturing Co	Plainville	Hartford Special Machinery Co The
Colonial Spring Corporation The	Hartford	Hartford
Connecticut Spring Corporation The (compression, extension, torsion)	Hartford	
R D Templeman Co (coil and torsion)	Plainville	
Foursome Manufacturing Company	Bristol	
J W Bernston Company (coil and torsion)	Unionville	
Newcomb Spring Corp The Bridgeport Division	Bridgeport	
New England Spring Mfg Co	Plainville	
Wallace Barnes Co The Div Associated Spring Corp	Bristol	
Springs, Wire & Flat	Surgical Dressings	Threading Machines
Autotype Company The	Oakville	Grant Mfg & Machine Co The (double and automatic)
Stamped Metal Products	Surgical Rubber Goods	Time Recorders
American Brass Company The	Waterbury	Stromberg Time Corp
Waterbury Companies Inc	Waterbury	Thomaston
Stamps	Switches—Electric	Timers, Interval
Hoggson & Pettis Mfg Co The (steel)	Waterbury	A W Haydon Co The
141 Brewery St	New Haven	H C Thompson Clock Co The
Parker Stamp Works Inc The (steel)	Hartford	R W Cramer Company Inc The
		Rhodes Inc M H
Stampings	Swaging Machinery	Timing Devices
American Metal Products Company Inc	Waterbury	A W Haydon Co The
Donahue Mfg Co Inc	Bridgeport	R W Cramer Company Inc The
Doo-Val Tool & Mfg Inc The	Watertown	Lux Clock Manufacturing Company
Han-Dee Spring and Manufacturing Co The (small)	Naugatuck	Rhodes Inc M H
Master Engineering Company	West Cheshire	Seth Thomas Clocks
Rogers Corporation (Fibre Cellulose Paper)	Manchester	United States Time Corporation The
Plume & Atwood Mfg Co The (small)	Waterbury	Waterbury
Stampings—Small	Switchboards	Timing Devices & Time Switches
Acme Shear Co The	Bridgeport	A W Haydon Co The
American Metal Products Company Inc	Bridgeport	Lux Clock Manufacturing Company
Bristol Spring Manufacturing Co	Plainville	M H Rhodes Inc
Foursome Manufacturing Co The	New Haven	
Greist Manufacturing Co The	New Haven	
Master Engineering Company	West Cheshire	
Rogers Corporation (Fibre Cellulose Paper)	Manchester	
Wallace Barnes Co The Div Associated Spring Corp	Bristol	
Stationery Specialties	Tanks	Tinning
American Brass Company The	Waterbury	Thinsheet Metals Co The (non-ferrous metals in rolls)
		Waterbury
Steel	Tape	Wilcox Crittenden & Co Inc
Stanley Works The (hot and cold rolled strip)	New Britain	Middlebury
	Tape Recorders	Tools
	Conn Telephone & Electric Corp Subsidiary of Great American Industries Inc	Hoggson & Pettis Mfg Co The (rubber workers)
		141 Brewery St
	Tape Recorder Magazines	O K Tool Co Inc The (inserted tooth metal cutting)
	Conn Telephone & Electric Corp Subsidiary of Great American Industries Inc	33 Hull St Shelton
Steel—Insulation Wire & Cable	Tap Extractors	Tool Chests
Davis Electric Company	Wallingford	Vanderman Manufacturing Co The
	Walton Company The	Willimantic
Steel Sastings	Taps	Tools, Diles & Fixtures
Farrel-Birmingham Company Inc	Ansonia	Fonda Gage Company (also jigs)
Hartford Electric Steel Co The	Ansonia	Greist Mfg Co The
(carbon and alloy steel)	540 Flatbush Ave	Stamford
Malleable Iron Fittings Co	Hartford	New Haven
Nutmeg Crucible Steel Co	Branford	
Steel—Cold Rolled Spring	Tarred Lines	Tools, Hand & Mechanical
Wallace Barnes Co The Div Associated Spring Corp	Bristol	Bridgeport Hardware Mfg Corp The (screw drivers, nail pullers, box tools, wrenches, auto tools, forgings & specialties)
	Brownell & Co Inc	Bridgeport
Steel—Cold Rolled Stainless	Telemetering Instruments	Tools—Pipe Fitters' Hand
Wallingford Steel Company	Wallingford	Capewell Mfg Co The
Steel—Cold Rolled Strip and Sheets	Telephone Answering & Recording Machines	Toys
American Steel & Wire Div of U S Steel	Waterbury	A C Gilbert Company
	Conn Telephone & Electric Corp Subsidiary of Great American Industries Inc	Geo S Scott Mfg Co The
		Gong Bell Co The
	Textile Machinery	N N Hill Brass Co The
	Merrow Machine Co The	Waterbury Companies Inc
	2814 Laurel St	
Steel Goods	Textile Mill Supplies	Tramways
Merriam Mfg Co (sheets products to order)	Ernst Bischoff Company Inc	American Steel & Wire Div of U S Steel
		New Haven
Steel Rolling Rules	Textile Processors	Trucks—Commercial
Waterbury Lock & Specialty Co The	Bristol Co The (dyeing and automatic control)	Metropolitan Body Company (International Harvester truck chassis and "Metro" bodies)
	Manning Maxwell & Moore Inc	Bridgeport
	Thermometers	Trucks—Industrial
	Bristol Co The (recording and automatic control)	George P Clark Co
	Waterbury Stratford	Windsor Locks
	Thermostats	Trucks—Lift
	Bridgeport Thermostat Company Inc (automatic)	Excelsior Hardware Co The
		Stamford
	Thin Gauge Metals	George P Clark Co
	Plume & Atwood Mfg Co The	Windsor Locks
	Thinsheet Metals Co The (plain or tinned in rolls)	
	Tube Bending	Trucks—Skid Platforms
	Donahue Mfg Co Inc	Excelsior Hardware Co The (lift)
		Stamford
	Tube Clips	
	H C Cook Co The (for collapsible tubes)	
	32 Beaver St	
	Weinmann Bros Mfg Co The (for collapsible tubes)	

IT'S MADE IN CONNECTICUT

Tube Fittings

Scovill Mfg Co ("Uniflare") Waterbury

Tubers

Standard Machinery Co The (tubers for both rubber and plastic industries) Mystic

Tubes—Collapsible Metal

Sheffield Tube Corp The New London

Tubing

American Brass Co The (brass and copper) Waterbury

Bridgeport Brass Company (brass and copper) Bridgeport

G & O Manufacturing Co (finned) New Haven
Scoville Manufacturing Company (Brass and Copper) Waterbury 91

Tubing—Flexible Metallic

American Brass Co Metal Hose Branch Waterbury

Tubing—Heat Exchanger

American Brass Company The Waterbury
Scovill Manufacturing Company Waterbury 91

Typewriters

Royal Typewriter Co Inc Hartford
Underwood Corporation Hartford

Typewriters—Portable

Underwood Corporation Hartford

Typewriter Ribbons and Supplies

Underwood Corporation Hartford and Bridgeport

Underclearer Rolls

Sonoco Products Co (Climax-Lowell Div) Mystic

Upholstering Fabrics—Woolen & Worsted
Broad Brook Company (automobile, airplane, railroad) Broad Brook

Vacuum Bottles and Containers

American Thermos Bottle Co Norwich

Vacuum Cleaners

Electrolux Corporation Old Greenwich
Spencer Turbine Co The Hartford

Valves

Norwalk Valve Company (sensitive check valves) South Norwalk

Valve Discs

Colt's Manufacturing Company Hartford

Valves—Automobile Tire

Bridgeport Brass Company Bridgeport

Valves—Radiator Air

Bridgeport Brass Company Bridgeport

Valves—Relief & Control

Beaton & Cadwell Mfg Co New Britain

Valves—Safety & Relief

Manning Maxwell & Moore Inc Stratford

Vanity Boxes

Bridgeport Metal Goods Mfg Co Bridgeport

Varnishes

Baer Brothers Stamford
Staminite Corp The New Haven

Velvets

American Velvet Co (owned and operated by A Wimpfheimer & Bro Inc) Stonington
Leiss Velvet Mfg Co Inc The Williamsonic
Velvet Textile Corporation The (Velveteen) West Haven

Venetian Blinds

Findell Manufacturing Company Manchester
New England Shade & Blind Co Inc Durham

Ventilating Systems

Colonial Blower Company Plainville

Vertical Shapes

Pratt & Whitney Div Niles-Bement-Pond Co West Hartford

Vibrators—Pneumatic

New Haven Vibrator Company (industrial) New Haven

Vises

Charles Parker Co The Meriden
Fenn Manufacturing Company The (Quick-Action Vises) Hartford

Vanderman Manufacturing Co The (Combination Bench Pipe) Williamsonic

Washers

American Felt Co (felt) Glastonbury
Auburn Manufacturing Company The (all materials) Middlebury

Blake & Johnson The (brass, copper & non-ferrous) Waterville

Clark Brothers Bolt Co Milldale

Washers (Continued)

Plume & Atwood Mfg Co The (brass & copper) Waterbury

Raybestos Div of Raybestos-Manhattan Inc (the clutch washers) Bridgeport

J H Rosenbeck Inc Torrington

Saling Manufacturing Company (made to order) Unionville

Sessions Foundry Co The (cast iron) Bristol

Washers—Felt

Chas W House & Sons Inc (Mills & Cutting Plant) Unionville

Washing Machines—Electric

General Electric Company Bridgeport

Watches

E Ingraham Co The Bristol

United States Time Corporation The Waterbury

Water Heaters

Whitlock Manufacturing Co The (instantaneous & storage) Hartford

Water Heaters—Electric

Bauer & Company Inc Hartford

Water Heaters—Gas or Kerosene

Holyoke Heater Corp of Conn Inc Hartford

Waterproof Dressings for Leather

Viscol Company The Stamford

Waxes—Floor

Fuller Brush Co The Hartford

Wedges

Saling Manufacturing Company (hammer & axe) Unionville

Welding

Farrel-Birmingham Company Inc Ansonia

G E Wheeler Company (Fabrication of Steel & Non-Ferrous Metals) New Haven

Industrial Welding Company (Equipment Manufacturers—Steel Fabricators) Hartford

Porcupine Company The Bridgeport

Welding—Lead

Storts Welding Company (tanks and fabrication) Meriden

Welding Rods

American Brass Company The Waterbury

Bristol Brass Co The (brass & bronze) Bristol

Wheels—Industrial

George P Clark Co Windsor Locks

Wicks

Auburn Manufacturing Company The (felt, asbestos) Middletown

Holyoke Heater Corp of Conn Inc Hartford

Raybestos Div of Raybestos-Manhattan Inc (the oil burner wicks) Bridgeport

Russell Mfg Co The Middletown

Window & Door Guards

Hartford Wire Works Co The Hartford

Smith Co The John P New Haven

Window Shades

New England Shade & Blind Co Inc Durham

Wiping Cloths

Federal Textile Corporation New Haven

Wire

American Brass Company The Waterbury

American Steel & Wire Div of U S Steel New Haven

Atlantic Wire Co The (steel) Branford

Bartlett Hair Spring Wire Co The (hair spring) North Haven

Bridgeport Brass Company (brass and silicon bronze) Bridgeport

Bristol Brass Corp The (brass & bronze) Bristol

Driscoll Wire Co The (steel) Shelton

Hudson Wire Co Winsted Div (insulated & enameled magnet) Winsted

Platt Bros & Co The (zinc wire) Waterbury

P O Box 1030 Plumb, Atwood & Co The (brass, bronze, nickel silver) Thomaston

Scovill Manufacturing Company (Brass, Bronze and Nickel Silver) Waterbury 91

Wire and Cable

General Electric Company (for residential, commercial and industrial applications) Bridgeport

Wire Arches & Trellises

Hartford Wire Works Co The Hartford

John P Smith Co The New Haven

Wire Baskets

Rolek Inc (Industrial—for acid, heat, degreasing) Fairfield

Wiretex Mfg Co Inc (Industrial, for acid, heat, treating and degreasing) Bridgeport

Wire Cable

Bevin-Wilcox Line Co The (braided) East Hampton

Wire Cloth

Hartford Wire Works Co The (all metal, all meshes) Hartford

C O Jelliff Mfg Co The (all metal, all meshes) Southport

Pequot Wire Cloth Co Inc Norwalk

Rolock Incorporated Fairfield

Smith Co The John P New Haven

Wire Drawing Dies

Waterbury Wire Die Co The Waterbury

Wire Dipping Baskets

Hartford Wire Works Co The Hartford

John P Smith Co The New Haven

Wire Formings

Autoyre Co The Oakville

G E Prentice Mfg Co The Kensington

Master Engineering Company West Cheshire

North & Judd Manufacturing Co New Britain

Verplex Company The Essex

Wire Forms

Bristol Spring Manufacturing Co Plainville

Colonial Spring Corporation The Hartford

Connecticut Spring Corporation The Hartford

Foursome Manufacturing Company Bristol

Humason Mfg Co The Forestville

New England Spring Mfg Co Unionville

Templeman Co D R Plainville

Wallace Barnes Co The Div Associated Spring Corp Bristol

Wire Goods

American Buckle Co The (overall trimmings) West Haven

Patent Button Co The Waterbury

Scovill Manufacturing Company (To Order) Waterbury 91

Wire Partitions

Hartford Wire Works Co The Hartford

John P Smith Co The New Haven

Wire Products

Craiglow Mfg Company Portland

Plumb & Atwood Mfg Co The (to order) Waterbury

Wire Reels

A H Nilson Mach Co The Bridgeport

Wire Rings

American Buckle Co The (pan handles and tinsmiths' trimmings) West Haven

Templeman Co D R Plainville

Wire Rope and Strand

American Steel & Wire Div of U S Steel New Haven

Wire Shapes

Bridgeport Chain & Mfg Co Bridgeport

Wire—Specialties

Andrew B Hendryx Co The New Haven

Wire and Cable

Rockbestos Products Corporation (all asbestos, mining, shipboard and appliance applications) New Haven

Wood Handles

Salisbury Cutlery Handle Co The (for cutlery & small tools) Salisbury

Wood Scrapers

Fletcher-Terry Co The Forestville

Woodwork

C H Dresser & Sons Inc (Mfg all kinds of woodwork) Hartford

Hartford Builders Finish Co Hartford

Woodworking

Local Industries Inc Lakeville

Woven Awning Stripes

Falls Company The Norwich

Woven Felts—Wool

Chas W House & Sons Inc (Mills & Cutting Plant) Unionville

Yarns

Hartford Spinning Incorporated (Woolen, knitting and weaving yarns) Unionville

Aldon Spinning Mills Corporation The (fine-woolen and specialty) Talcottville

Ensign-Bickford Co The (jute carpet) Simsbury

Zinc

Platt Bros & Co The (ribbon, strip and wire) Waterbury

Zinc Castings

Newton-New Haven Co Inc 688 Third Ave

West Haven

(Advt.)

Books & Booklets

BRIEF REVIEWS of books and booklets for the business reader. Contributed by the Business & Technical Branch, Hartford Public Library.

MAKE YOUR BUSINESS LETTERS

MAKE FRIENDS by James F. Bender, N. Y., McGraw-Hill, 1952.

This book has been written to help business leaders understand the wisdom and benefits of friendliness in both direct contact and through correspondence. The author has set down "Fifteen Ways to Improve Your Business Letters" and reminds everyone that letters are really ambassadors and represent the best interests of the company.

ADMINISTRATIVE HOUSEKEEPING by Alta LaBelle and Jane Barton.

The manager of a building or executive housekeeper, be it hotel or hospital, wishing specific information on correct materials and equipment, or the approved method to maintain various types of floors and walls can find much help in this book. There is even a portion devoted to the people on the staff, their training program and job evaluation. G. P. Putnam & Sons, New York, 1951.

THE DEVELOPMENT OF EXECUTIVE TALENT by M. Joseph Dooher and Vivienne Marquis, N. Y., American Management Association, 1952.

This hard-hitting guide is designed to present a program with case studies to guide management in developing its younger employees or supervisors into capable executives within the company. Any program begins with a sound company organization with direct lines of responsibility followed by a well-developed training program. Either the individual method through guided experience, job evaluation, and

managed apprenticeships or the group approach will help in keeping a vigorous leadership within the company. The authors have included some 18 case studies of company experience in providing new blood from within the company for management position. Fifty-four authors contributed to the compilation. Companies like Standard Oil and Sears, Roebuck are cited in the case histories.

A BED FOR THE NIGHT; The Story of the Wheeling Bell-boy, E. M. Statler and his Remarkable Hotels by Rufus Jarman, N. Y., Harpers, 1952.

An entertaining account of the hotel business; but filled with ideas for better business. One of the most entertaining chapters entitled: "The Big Hello" tells of the antics of the bellboys and the telephone operators. An especially pertinent chapter is: "How to Build a Hotel."

MID CENTURY JOURNEY: The Western World Through its Years of Conflict by William L. Shirer, N. Y., Farrar, Straus and Young, 1952.

The author of BERLIN DIARY after returning from 25 years abroad has written a thought provoking review of the aftermath of a great war. He reminisces that Democracy in Germany was killed by the clerical-fascists before Communism; he also speaks of the encouragement the Europeans received when America entered the Korean War. The portion of "A Coming Home" is full of comment on America and American business with its fear of Socialism. The most disturbing factor he found was the attitudes of suspicion, intolerance, fear, and the hue and cry of Un-Americanism, which are all un-American. Much that the author remembered is gone but he concludes: "On the whole there were advantages in being alive . . . and to be living in this tumultuous time in so great an age."

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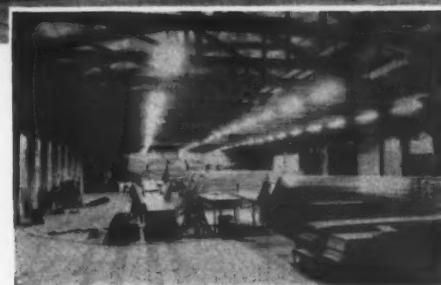
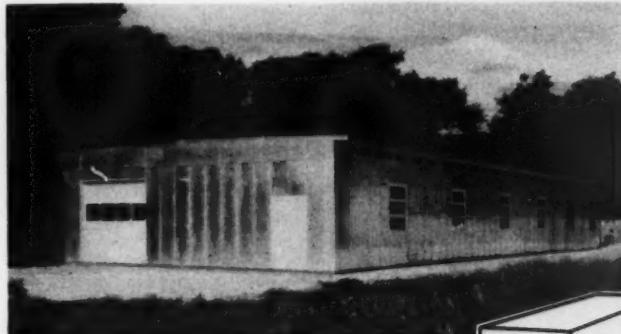
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Need Plant floor Space QUICK?

AT RIGHT—Exterior and interior views of a light manufacturing plant with 11,000 sq. ft. of floor space. Walls and roofs of Clements Panels.

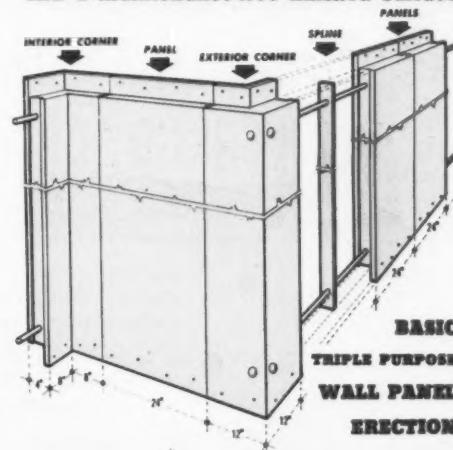
BELOW — An experimental laboratory of 3,260 sq. ft. All the Clements Panels for this building were shipped in the space shown in the inset.



PLANT EXPANSION—An addition or an alteration to a present plant, or a new detached building . . . can be erected and made ready for use, **FAST!!** Clement's Triple Purpose Panels combine all three basic requirements for wall and roof construction in a *single* product! Clement's Panels provide (1) load-bearing modular units of light weight for simple assembly, (2) thermal insulation, and (3) maintenance-free metal surface both inside and outside. Instead of several building materials installed by various trades, here is a modular building unit that is "three-in-one," with a single crew of workmen to do all in one operation . . . which means labor saving and speed for immediate demands . . . and a permanent or demountable structure for future needs as plant space demands dictate.

CLEMENT'S PANELS — A hollow 4"-thick rigid panel shell is filled with a highly efficient insulation against heat travel, and covered on both interior and exterior faces with stainless steel, aluminum, or other type of metal "skin" which is laminated to the two faces. All the materials for a finished building of over 3,000 sq. ft. can be delivered on a trailer truck! Millions of square feet of Clement's Panels are now in use because of their fast erection, light weight, triple function, compact shipping space, prompt availability, all-season construction.

DRAWING BELOW — These triple-purpose units mean only a single construction operation to provide the structure, insulation, and a maintenance-free finished surface.



INQUIRIES FOR COMPLETE INFORMATION
WILL RECEIVE A PROMPT RESPONSE.

Clements Panel Company

Plant at Lake Avenue Extension

Danbury, Connecticut

Storm Paralyzes Rush Hour Traffic

For the second time in less than a week Hartford traffic was com-

stalled during morning rush hour by

the worst of the

weather in years.

Every car that came

out of the entrance

and that Ballard

stood outside this

he was hit. It was

about a second

on the ground, police

said, however, and sub-

sequently down the street

fell unconscious.

It was said they took

in the case because

had happened outside

building. They were

only today to identify the

young the victim.

Guard officials

they also the

General

will start a

of the incident.

To Ban Clubs

of lower temperatures

and the high winds were in

hospitals for

received in Falls and

Two were hit by cars

seriously hurt.

Police struggling to

for the press, several

the dignitaries and a

and television

Cross To Sea

of the excitement in

answer radio signals

The confusion

Utaa indicated a

communications

ports the mammals

A jet

Boeing 707

U. S. carrier Franklin

level, about the

U. S. plane

in her

air-like

task force

to Denmark in

response to another call to

intensified pressure on the

the Baltic.

Elli Truman Dismissal

tions—Ellis M. Truman

week from

attorney general

that he helped

ment by his

McCrory

